COUNCIL COMMITTEE OF THE WHOLE
AGENDA

MAY 10, 2016 - 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.

SPECIAL SAFETY ADVISORY AND TRANSPORTATION COMMITTEE

AGENDA ADDITIONS/DELETIONS

1. **REVIEW OF POSITION DESCRIPTION/REQUIREMENTS - CITY FIRE MARSHAL (INSPECTOR III)**
   (DEFERRED BY COMMITTEE ON APRIL 26, 2016 DUE TO TIME CONSTRAINTS)

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

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

(MEETING WILL CONVENE UPON ADJOURNMENT OF THE SAFETY ADVISORY AND TRANSPORTATION COMMITTEE MEETING)

AGENDA ADDITIONS/DELETIONS

1. **TRANSFER OF REAL PROPERTY FROM DELAWARE CIVIC CENTER CORPORATION TO DELAWARE STATE UNIVERSITY**
   (DURING THEIR MEETING OF APRIL 26, 2016, THE COMMITTEE REQUESTED DELAWARE STATE UNIVERSITY TO RETURN ON MAY 10, 2016 WITH A PROPOSAL FOR THE TRANSFER OF PROPERTY)

2. **UPDATE - OVERGROWTH OF BAMBOO - RODNEY ROAD**
   (DEFERRED BY COMMITTEE ON APRIL 26, 2016 DUE TO TIME CONSTRAINTS)

3. **DOWNTOWN DOVER BUSINESS IMPROVEMENT DISTRICT (BID) BUDGET AND ASSESSMENT (TAX) RATES FOR FISCAL YEAR 2016-2017**
   (DEFERRED BY COMMITTEE ON APRIL 26, 2016 DUE TO TIME CONSTRAINTS)
   (STAFF RECOMMENDS APPROVAL OF THE PROPOSED BUDGET AND ASSESSMENT (TAX) RATES FOR FISCAL YEAR 2016-2017, AS PRESENTED)

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE (Continued)

4. **PROPOSED ORDINANCE #2016-10 AMENDING CHAPTER 2 - ADMINISTRATION, ARTICLE IV - OFFICERS AND EMPLOYEES, DIVISION 8 - DEFERRED COMPENSATION PLAN (SPONSORS: COLE AND KOENIG)**
   (DEFERRED BY COMMITTEE ON APRIL 26, 2016 DUE TO TIME CONSTRAINTS)
   (STAFF RECOMMENDS ADOPTION OF THE PROPOSED ORDINANCE)

5. **EVALUATION OF TRIAL PERIOD FOR COUNCIL COMMITTEE OF THE WHOLE MEETINGS (COUNCIL RESOLUTION NO. 2015-16)**
   (DEFERRED BY COMMITTEE ON APRIL 26, 2016 DUE TO TIME CONSTRAINTS)

6. **REQUEST OF FIRE DEPARTMENT - ENGINE #7 REPLACEMENT**
   (FIRE CHIEF RECOMMENDS APPROVAL OF THE REQUEST)

7. **PROGRESS REPORT ON THE YOUTH ADVISORY COMMITTEE'S REPORTING OF THEIR MINUTES**
   (COUNCIL REFERRED TO COMMITTEE ON APRIL 25, 2016 FOR FURTHER DISCUSSION AND A POSSIBLE RECOMMENDATION FOR THE FISCAL YEAR 2017 BUDGET)

8. **ADJOURNMENT OF LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE**

PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE

(MEETING WILL CONVENE UPON ADJOURNMENT OF THE LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE MEETING)

AGENDA ADDITIONS/DELETIONS

1. **PRESENTATION - TINY HOME VILLAGE CONCEPT (SUE HARRIS)**
   (COMMITTEE ACTION NOT REQUIRED)

2. **COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM QUARTERLY UPDATE (JANUARY, FEBRUARY, AND MARCH)**
   (COMMITTEE ACTION NOT REQUIRED)

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

ADJOURNMENT OF COUNCIL COMMITTEE OF THE WHOLE MEETING BY 8:00 P.M.

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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.

CITY OF DOVER
POSITION DESCRIPTION

TITLE: INSPECTOR III

FLSA: Exempt

GENERAL DESCRIPTION

The essential function of the position within the organization is to perform and oversee inspections for code compliance. The position is responsible for supervising staff, planning, training, performing inspections, reviewing plans, code compliance, permits, licenses, and reporting. The position works independently, reporting major activities through periodic meetings.

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 selecting or recommending selection, training, assigning and evaluating work, counseling, disciplining, and terminating or recommending termination.

Performs review of commercial and residential building plans to ensure compliance with applicable codes and ordinances.

Performs field inspections on buildings and such systems as fire protection, plumbing, and HVAC for code/ordinance compliance.

Performs periodic review of permits and licenses to ensure currency of same.

Reviews sprinkler system and fire protection plans; performs testing of fire systems; conducts fire investigations.

Interacts with the general public, architects, and engineers to provide code-related information regarding such matters as zoning, licensing, fire protection, or building construction, and to assist with resolution of issues/complaints.

Sets up and maintains record system; processes daily paperwork including follow-up and other reports, memos, and personnel information; prepares correspondence as required.

Gathers and maintains information/data to support periodic and special reports documenting activities for area of responsibility.

Stays abreast of changes in codes and ordinances affecting area of responsibility and educates staff in same.

Oversees and assists with maintenance of equipment of responsibility.

Attends or conducts meetings with staff, architects, engineers, the general public, and other professionals to exchange information; attends technical or professional classes, seminars, or conferences to improve technical or professional skills.

INSPECTOR III

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.*

Coordinates or determines time, place, or sequence of operations or activities based on analysis of data and possibly executes determinations or reports on events.

PEOPLE RESPONSIBILITY: *People refers to individuals who have contact with or are influenced by the position.*

Persuades or influences others in favor of a service, course of action, or point of view; enforces laws, rules, regulations, codes, and ordinances.

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.*

Leads or handles machines, tools, equipment, or work aids involving some latitude for judgment regarding attainment of standard or in selecting appropriate items, such as computers, faxes or other office equipment, vehicles, or cameras and video equipment.

ASSETS RESPONSIBILITY: *Assets responsibility refers to the responsibility for achieving economies or preventing loss within the organization.*

Requires some responsibility for achieving minor economies and/or preventing minor losses through the handling of or accounting for equipment, materials, or supplies.

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 considerable responsibility for the mid-level management of 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 practical application of fractions, percentages, ratios and proportions, measurements, or logarithms; may use algebraic solutions of equations and equalities, deductive geometry, and/or descriptive statistics.

COMMUNICATIONS REQUIREMENTS: *Communications involves the ability to read, write, and speak.*

Reads technical instructions, charts, and/or procedures manuals; composes routine reports and completes job forms; speaks compound sentences using standard grammar.

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 skilled work involving rules/systems with almost constant problem solving; requires normal attention with short periods of concentration for accurate results and occasional 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.*

Makes decisions with serious impact - affects most units in organization, and may affect citizens; probability of loss of life and/or damage are likely.

EDUCATION AND EXPERIENCE REQUIREMENTS

EDUCATION REQUIREMENTS: *Education requirements refers to job specific training and education required for entry into the position.*

Requires associate's degree or the equivalent of two years of college or vocational school education in construction, architecture, engineering, fire science, or a 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 valid Delaware Driver's License, and job-specific certification.
Requires national certification (BOCA, ICC or equivalent) in at least one of the following major areas of responsibility: Basic building code; plumbing code; mechanical systems; fire protection systems; property maintenance.

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 four years of related experience.

AMERICANS WITH DISABILITIES REQUIREMENTS

PHYSICAL DEMANDS: *Physical demands refers to the requirements for physical exertion and coordination of limb and body movement.*

Requires light work involving standing or walking some of the time, exerting up to 20 pounds of force on a regular basis, and moderate dexterity in operating machinery, tools, or office equipment.

UNAVOIDABLE HAZARDS: *Unavoidable hazards refers to unusual conditions in the work environment that may cause illness or injury.*

The position is exposed to extreme heat or cold, wet/humid conditions, bright or dim lights, dust/pollen, fumes or noxious odors, heights, violence, traffic, and explosives.

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, sense of smell, 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.

HISTORY - CIVIC CENTER/FRAZIER PIT PROPERTY

JANUARY 10, 2000 LEGISLATIVE AND FINANCE COMMITTEE MEETING

The Legislative and Finance Committee met with Chairman Salters presiding. Members present were Councilwoman Malone, Councilman Leary, Mr. Gorman and Mr. Merritt.

Land Transfer - Civic Center

A proposed Civic Center in Dover has been under consideration for many years. The Delaware Civic Center Corporation has requested that the City of Dover donate the land known as Frazier's Pit for the development of a Central Delaware Civic Center. The facility would be built by the State and operated by the Delaware Civic Center Corporation.

Mr. O'Connor advised members that the City has no proposed use for the site. It was staff's feeling that a State funded and operated civic center, designed to promote tourism and attract major conferences, would be an asset to the community. Staff requested authorization to proceed with negotiations on a land transfer contractual agreement for Frazier Pit, in consultation with Deputy City Solicitor Pepper and Mr. Mike Parkowski, an environmental attorney.

Mr. Leary moved to recommend that the City Manager, Mr. O'Connor, be authorized to proceed with negotiations for the transfer of Frazier Pit, seconded by Mrs. Malone.

Mrs. Malone reminded Mr. O'Connor of Council's concerns regarding negotiations and requested that Council President Christiansen be present to represent Council during negotiations.

In response to Mr. Carey, Mr. O'Connor stated that the right-of-way easement goes back to the City substation and would not be included in the transfer. Staff recommended that provisions be included in the contract that would allow the City to modify or enlarge the substation if necessary, and to reclaim the property if it is not developed as a civic center.

Mr. Salters suggested that a representative of Delaware State University be involved in the negotiations. Responding, Mr. O'Connor stated that the athletic director for the University is their official representative on the civic center committee and is advised of all meetings.

In order to begin the negotiation process immediately, staff requested that this matter be considered during the Council Meeting later this evening for final approval.

On a call for the question by Mr. Salters, the motion was unanimously carried.

JANUARY 10, 2000 CITY COUNCIL MEETING

The Regular Council Meeting was held on January 10, 2000 at 7:30 p.m. with Council President Christiansen presiding. Council members present were Mr. Lambert, Mr. Pitts, Mr. Leary, Mr. Truitt, Mr. Carey, Mrs. Malone, Mr. Salters, and Mr. Weller.

AGENDA ADDITIONS/DELETIONS

Mr. Leary requested the addition of an executive session at the conclusion of the Regular Meeting to discuss personnel and legal matters. Mr. Salters requested the addition of item #5-B, Land Transfer - Civic Center. Mr. Lambert requested the addition of item #5-C, Bid - Replacement of Vehicle #774 (1981 Digger Derrick Truck - Electric Department).

Land Transfer - Civic Center

A proposed Civic Center in Dover has been under consideration for many years. The Delaware Civic Center Corporation has requested that the City donate the land known as Frazier's Pit for the development of a Central Delaware Civic Center. The facility would be built by the State of Delaware and operated by the Delaware Civic Center Corporation.

Mr. O'Connor advised members that the City has no proposed use for the site. It was staff's feeling that a State funded and operated civic center, designed to promote tourism and attract major conferences, would be an asset to the community. Staff requested authorization to proceed with negotiations on a land transfer contractual agreement for Frazier Pit, in consultation with Deputy City Solicitor Pepper and Mr. Mike Parkowski, an environmental attorney.

During the committee meeting, Mr. O'Connor explained that the right-of-way easement goes back to the City substation and that it would not be included in the transfer. Staff recommended that provisions be included in the contract that would allow the City to modify or enlarge the substation if necessary, and to reclaim the property if it is not developed as a civic center.

To assure that all concerns of Council regarding negotiations are addressed, it was agreed that the Council President Christiansen will be invited to participate in the negotiations.

The committee recommended that the City Manager, Mr. O'Connor, be authorized to proceed with negotiations for the transfer of Frazier Pit.

Mr. Salters moved for approval of the committee's recommendation, seconded by Mr. Weller and unanimously carried.

Mr. Salters moved for acceptance of the Legislative and Finance Committee Report, seconded by Mr. Weller and unanimously carried.

JANUARY 10, 2000 CITY COUNCIL EXECUTIVE SESSION

Members of Council met in Executive Session on January 10, 2000 at 8:10 p.m., to discuss legal and personnel matters, with Council President Christiansen presiding. Members present were Mr. Lambert, Mr. Pitts, Mr. Leary, Mr. Truitt, Mr. Carey, Mrs. Malone, Mr. Salters, and Mr. Weller. Mayor Hutchison, Mr. O'Connor, and Mrs. Green were also present.

CIVIC CENTER NEGOTIATIONS

Mayor Hutchison alluded to the action of Council that occurred during their Regular Meeting earlier in the evening authorizing the City Manager to move forward with the negotiations for the sale of City land, known as the Frazier Pit, to the State of Delaware. He requested that the negotiations include that the City will sell the land with the understanding that in the upcoming year, the State Civic Center Committee will refrain from requesting funds, which will assist the City in their quest to obtain funds for the Schutte Park Project.

Members agreed that this strategy should be used in the negotiations, but suggested that the agreement include that they will refrain from requesting funds for two (2) years rather than one (1) year. It was the understanding, however, that the City will accept an agreement to include only one (1) year.

It was also suggested that the agreement include a clear write-off from the State on the environmental issues involved with the Frazier Pit property.

MARCH 26, 2001 CITY COUNCIL MEETING
LEGISLATIVE AND FINANCE COMMITTEE REPORT - MARCH 12, 2001

Delaware Civic Center Corporation - Frazier Pit Property
Members were provided a revised Agreement of Sale for the Frazier Pit Property to the Delaware Civic Center Corporation ***(Exhibit #1)***. Mr. O'Connor explained that a revision was made to Paragraph 14, which was requested by the City Solicitor, as well as modifications to Exhibit "A" to also exclude the dedicated streets and provide a reservation of easements for existing utilities. A plot plan was included which depicts the general location of the boundaries of the property (Exhibit "B"). He advised members that there have been several test sites on the property and, although there was a high level of arsenic found in one of the test wells, no significant contaminant sources were found on the property.

The committee recommended approval of the revised Agreement of Sale for the Frazier Pit Property as presented by staff.

Mr. Salters moved for approval of the committee's recommendation, seconded by Mr. Carey and carried by a unanimous roll call vote.

JANUARY 16, 2004 CITY MANAGER - COUNCIL LEADERSHIP BRIEFING
Delaware Civic Center - Mr. DePrima distributed newspaper articles concerning the Delaware Civic Center and the possibility of the Center being linked to Delaware State University's Wellness and Sports Center. Representatives of Delaware State University and Delaware Civic Center appeared before the Bond Bill Committee to solicit support for the concept. The architects are currently redesigning the project to accommodate the needs of both groups. Mr. DePrima stated that Stuart Outten (Chair of the Delaware Civic Center Board) made reference to financial support from the City and County. Mr. DePrima noted that the City has donated land for the project but has not made any commitments to provide additional funding for the project. Everyone agreed that the City is supportive of the concept of merging the Delaware Civic Center and Delaware State University projects. However, funding for this project will not be a priority for the City. The City will still have its priority list as discussed previously for Bond Bill Funding.

FEBRUARY 2, 2004 COUNCIL MEETING
TRANSPORTATION REVIEW COMMITTEE REPORT - JANUARY 13, 2004
UPDATES
Members of the committee were provided the following updates:

College Road and Extension of Crawford Carroll Road
Mr. Ruane stated that he would like clarification on the correlation of the merging of the civic center project with Delaware State University's (DSU) stadium/wellness center project. Mr. DePrima advised members that Dr. Sessoms, President of DSU, feels that the two (2) projects should be co-located for many reasons. He noted that DSU has agreed to pay for the arena consultants to develop programming and provide estimated revenues and operating expenses. The Civic Center Corporation has contracted with the Architect Engineers to do a site location between the Sheraton Hotel and the main campus of DSU to determine where the project would fit. Mr. DePrima stated that a report should be ready within 45 days. He stated that the

extension of Crawford Carroll Road was critical to this project. He noted that, if the civic center/stadium project is not built, Dr. Sessoms is still committed to the idea of the road extension linking DSU with Delaware Tech.

APRIL 30, 2004 CITY MANAGER - COUNCIL LEADERSHIP BRIEFING

Delaware Civic Center - Mr. DePrima presented a conceptual plan showing the location of the existing substation. In the proposed plan, the substation is situated where the main entrance will be. The City is working on cost estimates for moving the system. Mr. Speed stated that the cost estimate should also reflect proposed revenue as a result of the Civic Center. Mr. DePrima stated that he would be looking at revenues generated by other comparable facilities. He added that the City will receive an estimated $500,000 in permit fees from the proposed Civic Center. It was agreed that the City should ensure the Center will be built before relocating the substation.

JUNE 14, 2004 COUNCIL MEETING

PRESENTATION - DELAWARE CIVIC CENTER (DR. SESSOMS AND ASTARTE OUTTEN)

Dr. Sessoms, President of Delaware State University, presented a proposal for the Delaware Sports and Entertainment Complex ***(Exhibit #2)***, which provided an aerial view of the area for the complex, shared space diagrams depicting the arena and stadium, the associated costs, financing, and what they believe the complex will achieve.

Mr. E. Stuart Outten, Chairman of the Delaware Civic Center Corporation, reminded members that this project has been in the planning stages for several years and referred to an article on the proposed Civic Center in the *Towne Crier* for the Winter of 1974. He elaborated on the assets that the proposed complex would provide, such as strengthening Delaware as a tourist destination, attraction for conferences and conventions, obtaining new businesses, stimulating Delaware's economy, etc.

Mr. Ruane referred to the $3M cost for the relocation of the City of Dover substation and questioned the possibility of sharing a ticket tax with the City of Dover to pay for these costs. Responding, Mr. Outten explained that there are several incentives for the City relocating the substation, noting the age of the existing substation and that a new substation would be built. More importantly, Mr. Outten stated that the Delaware Sports and Entertainment Complex would be a significant user of the City's utilities and would be a very large electric customer for the City, which would help underwrite the costs.

Mayor Speed advised members that the substation is currently at capacity. He explained that there are some developments in the planning stages that are located in the area and provided a map depicting the lands designated for annexation that have the potential for development that would be supplied by the substation. There are potentially over 1,400 new residential units and 2 ½ million square feet of office/commercial space that would be served by the substation. The current substation could not serve this additional development unless it is upgraded, which should be factored into the $3M estimated cost of relocation.

Mayor Speed stated that the City Manager has estimated that the City nets $300 per year from a residential unit. He estimated an additional 842,000 square feet of office/commercial space, which would generate approximately 25 cents per square foot in net revenue, equaling over $200,000 per year. The City Manager has estimated that the civic center and stadium would net $110,000 per year. Therefore, the potential revenues would be in excess of $600,000 per year.

Responding to Mr. Slavin, Mr. DePrima stated that the Delaware Civic Center Corporation is seeking endorsement from the City on the concept of the relocation of the substation. He suggested that Council direct staff to incorporate the relocation of the Frazier Substation in the Capital Investment Plan for the FY2005/2006.

Mr. DePrima advised members that the City began building the Frazier Substation in 1982 and it became totally operational in 1984. It is estimated that the substation would have an additional 15 year life cycle. In addition to the electric revenue that could be generated, Mr. DePrima reminded members that the building permit fee aspect of this project is estimated at $500,000. What has not been considered is business licenses and other ancillary fees that would be associated with such a project.

Mr. Slavin moved to direct staff to place the relocation of the Frazier Substation in the Capital Investment Plan for FY 2005-2006 in support of the Delaware Sports and Entertainment Complex project, as outlined in the presentation. The motion was seconded by Mr. Hogan.

Mr. Ruane relayed appreciation for the information regarding the revenue projections; however, he requested that staff provide information relative to the City's costs associated with such a project.

Responding, Mr. DePrima stated that the City estimates a cost of $3M for the relocation of the Frazier Substation. He stated that the assumption is that a new substation would be built and that very little of the equipment from the old substation would be used for the new substation; however, some parts may be used in other areas of inventory. Duke Energy recently built a very similar substation at a cost of $2M, and an additional $500,000 was included in the estimate since steel costs have increased. An additional $275,000 would be the cost of relocating 12 poles, and an additional $225,000 was included for contingency.

Mr. Ruane suggested that there are several ancillary costs that have not been estimated, such as policing, fire service, etc. and that when the issue is brought back to Council, staff should prepare a cost revenue analysis similar to what is required for consideration of annexations. He also suggested that the Corporation provide a specific statement with regards to their support of a ticket tax.

The motion to direct staff to place the relocation of the Frazier Substation in the Capital Investment Plan for FY 2005-2006 in support of the Delaware Sports and Entertainment Complex project as outlined in the presentation was unanimously carried.

MARCH 14, 2005 COUNCIL MEETING
PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE REPORT - MARCH 1, 2005

Civic Center Update
Last year, at the request of the State Bond Bill Committee, the Delaware Civic Center Corporation commissioned C. H. Johnson to perform a Civic Center Economic Impact Study. Mayor Speed reviewed the information provided in the study ***(Exhibit #3)***. He stated that the proposed Civic Center, which would be located in the vicinity of Sam's Club and Scarborough Road, is a partnership project between the Civic Center Association and Delaware State University. He also noted that no other Civic Center projects are being proposed in Delaware.

Mayor Speed noted that the City would benefit from the Civic Center being a significant water, electric, and sewer customer. Another positive impact from this project is an estimated 501 new jobs and approximately $20 million in associated personal income. Mayor Speed stated that the Legislature has not yet voted on the Bond Bill.

No further action was taken by Council.

APRIL 12, 2007 - SPECIAL JOINT CITY COUNCIL; LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE; PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE; SAFETY ADVISORY AND TRANSPORTATION COMMITTEE; AND UTILITY COMMITTEE

Members of City Council, the Legislative, Finance, and Administration Committee, the Parks, Recreation, and Community Enhancement Committee, the Safety Advisory and Transportation Committee, and the Utility Committee met on April 12, 2007 at 5:30 p.m., with Vice President Salters (also Chairman of the Legislative, Finance, and Administration Committee) presiding in the absence of Council President Williams. Council members present were Mr. Carey (also Chairman of the Utility Committee and a member of the Safety Advisory and Transportation Committee), Mrs. Russell and Mr. McGlumphy (also members of the Parks, Recreation, and Community Enhancement Committee), Mr. Slavin (also a member of the Legislative, Finance, and Administration and Utility Committees), Mr. McGiffin (also a member of the Safety Advisory and Transportation Committee), Mr. Hogan (Chairman of the Safety Advisory and Transportation Committee and member of the Legislative, Finance, and Administration Committee), and Mr. Ruane (Chairman of the Parks, Recreation, and Community Enhancement Committee and member of the Utility Committee). Civilian committee members present were Mr. Cregar, Mr. Lakeman (departed at 6:15 p.m.), Mr. Shevock, and Mr. Snaman. Council staff members present were Mr. DePrima and Mrs. McDowell.

The invocation was given by Vice President Salters.

AGENDA ADDITIONS/DELETIONS

Mrs. Russell moved for approval of the agenda, seconded by Mr. Carey and unanimously carried.

DELAWARE CIVIC CENTER MULTI-PURPOSE ARENA PRESENTATION BY CAROLYN COURTNEY, DELAWARE CIVIC CENTER ADMINISTRATOR

Ms. Carolyn Courtney, Delaware Civic Center Administrator, and Mr. D. Wayne Holden, Vice President of the Delaware Civic Center Corporation, presented a promotional video of the proposed Delaware Civic Center Multi-Purpose Arena. They noted that the arena would be approximately 200,000 gross square feet with concert seating for 9,100, and ice hockey seating for 7,400. Suites, premium seating, and general seating would also be available. Potential uses include ECHL East Coast Hockey League, ice shows, concerts, entertainers, trade shows, fire conventions, technology events, and boat, marine, and auto expo's, Delaware State University Basketball (Men’s and Women’s), athletic tournaments, conference events, wrestling, convocations and graduations for Delaware schools (grades K-12 and Delaware Colleges). The building is expected to have no less 145 events annually.

Mr. Holden advised members that the project cost is approximately $60M. He noted that the State Legislature has passed a Resolution authorizing Kent County to issue $20M in bonds. Mr. Holden also noted that Kent County has contributed $5M, the State will contribute between $7 and $9M next year, and

Delaware State University is contemplating a small equity contribution to the project. He advised members that they are exploring additional options for gap closure – such as Local and County level governmental cash funding, private investors, grants, and options as determined by Corporation members and consultants.

Mr. DePrima, City Manager and member of the Delaware Civic Center Corporation, explained that the City of Dover could contribute by creating a special taxing district to benefit that district, similar to the Business Improvement District (BID) tax area downtown. He noted that a 10% tax could produce $3.53M annually and a 15% tax would produce approximately $5M annually. The Corporation could then borrow economic development funds. Mr. DePrima noted that this idea is only being considered and has not been discussed with the business owners along Route 13. Members reviewed a cash flow worksheet for the project ***(Exhibit #4)***. He advised members that the project would be considered by the State Bond Bill Committee on May 2, 2007 and the Delaware Civic Center Corporation would like to have the City's support for the project.

Mr. Carey moved to request the City Clerk to prepare a Resolution for the Delaware Civic Center, similar to the one adopted by Kent County, for consideration by City Council at their next meeting. The motion was seconded by Mr. Hogan.

Responding to Mr. Slavin, Mr. Carey stated that the Kent County Resolution does not address funding; only support for the project.

Mr. Slavin moved to amend the motion to refer the proposed Resolution to the Legislative, Finance, and Administration Committee for consideration at their next meeting, seconded by Mr. Ruane and carried with Mr. Hogan voting no.

The motion to request the City Clerk to prepare a Resolution *(Exhibit #5)* for the Delaware Civic Center, similar to the one adopted by Kent County, for consideration by the Legislative, Finance, and Administration Committee at their next meeting was unanimously carried.

MAY 14, 2007 COUNCIL MEETING
LEGISLATIVE, FINANCE, & ADMINISTRATION COMMITTEE REPORT - APRIL 23, 2007
Proposed Resolution in Support of the Delaware Civic Center
During a Special Joint Meeting of the City Council and the Legislative, Finance, and Administration, Parks, Recreation, and Community Enhancement, Safety Advisory and Transportation, and Utility Committees held on April 12, 2007, Ms. Carolyn Courtney, Delaware Civic Center Administrator, and Mr. D. Wayne Holden, Vice President of the Delaware Civic Center Corporation, presented a promotional video of the proposed Delaware Civic Center Multi-Purpose Arena. As a result, the City Clerk prepared a Resolution for support of the Delaware Civic Center, similar to the one adopted by Kent County, for the committee's consideration.

Mr. Hogan requested confirmation that the proposed Resolution served as a statement of support and in no way committed funding of the City.

Responding, Mr. Slavin stated that although it appears that there is an uncoupling of the issue of support for the Civic Center and support for a separate Business Improvement District Tax, both of these issues were presented simultaneously. He felt it would be difficult to disentangle the two (2) issues, since the manner

in which it was presented was how it would be accomplished and how it would be financed. He also felt that members would be placing themselves on "slippery footing" if they begin selecting the easier issues for supporting projects such as this, while turning a blind eye towards the more difficult issues, such as financing.

Concurring, Mr. Ruane stated that it is evident that there is linkage between support for the Civic Center and providing financial support. He noted that the perception is that the City would be contributing funding support for the Civic Center and that the purpose of the Resolution is to approach the General Assembly for additional funding. As a result, he is reluctant to move forward with the adoption of the proposed Resolution. Mr. Ruane also felt that it does not provide the opportunity to acknowledge what the City has already done in support of the Civic Center and relayed his disappointment for it not being included. He advised members that according to the City Assessor, the value of the land that was donated by the City (approximately 43 acres in May 2001) is estimated at $33M. He relayed concern with the City providing support that is not specific.

With regard to the value of the property donated by the City, Mr. DePrima explained that the City Assessor was not aware that the property was once a landfill and is unbuildable land, with restrictions; however, it can be capped for parking. In addition, he stated that the majority of the property (3/4) consists of wetlands and that the City Assessor based his previous estimate on only 20% of the property consisting of wetlands. Mr. DePrima reiterated that the estimate provided to Mr. Ruane by the City Assessor was based on not understanding that the property was once a landfill and not buildable, and that the majority of the property is in wetlands.

Responding to Mr. Slavin, Mr. DePrima stated that the Civic Center is proposed to be built on approximately 7-8 acres of land that the Delaware Civic Center Corporation purchased from the Sheraton Dover. The property that was donated by the City will be used for parking.

Ms. Linda Graham-Parkowski, General Manager of the Sheraton Dover, spoke on behalf of the businesses along the Route 13 corridor. She stressed that no business is opposed to the Civic Center; however, before the Civic Center Resolution is passed, they requested that an updated Pro-Forma for the Civic Center be presented to the City, that a special committee be created comprised of Route 13 business owners or their representative and members of Council, so that there can be realistic discussion about the impacts of the Civic Center on the businesses and/or alternative solutions to funding. She requested that members not endorse the proposed Resolution until these two (2) requests are met, stating that although the business owners support the Civic Center, they want to assure that the Civic Center can fund itself without imposing taxes on the business community.

Mr. Scott Kidner, Delaware Hotel Lodging Association, stated that there truly is a perception that the support of the Resolution does in fact, by defacto, make an endorsement for a new business improvement district tax along the Route 13 corridor. The Delaware Tourism Alliances, an umbrella organization made up of many of the restaurants, hotels, tourist related industries in the State of Delaware, along with the Hotel Lodging Association, have both taken the position of "caution". He stated that neither of the organizations have relayed opposition to the Civic Center, just a concern regarding the new business improvement district.

Mr. Phil McGinnis, Kent County Association of Realtors, stated that although the organization has not met to form an opinion, the Realtors would be opposed to any tax increase in the form of a business improvement district for an issue such as this. It is hoped that some type of task force would be created to study the issue for revenue enhancement for the Civic Center and that the Realtors would be included in the membership.

Mr. McGlumphy reminded members that the previous Mayor, James Hutchison, was the initial supporter of this project, representing the City. Members of Council were informed that the City's contribution was the land. He relayed concern that now there is an additional request for funding from the City. It was his recollection that the estimated value of the property was $24M when it was donated by the City to the Delaware Civic Center Corporation.

Mr. Slavin noted that during the last three (3) years, the City of Dover property rate increased as well as the electric rate, the Capital School District has instituted two (2) increases, and that there is another expected rate increase. There will be seven (7) recent increases that we have requested the business community to absorb, as well as the residential community. It was his opinion that requesting businesses and residents to absorb another increase for a special project would not be doing service if the issue were not studied, as has been recommended.

The committee recommended that the Council President appoint a Special Committee to study the issue of the City's support of the Delaware Civic Center and that this committee be charged with looking at a complete financial analysis of the capital operational debt service issues related to the Civic Center.

By consent agenda, Mr. Carey moved for approval of the committee's recommendation, seconded by Mr. Salters and carried by a unanimous roll call vote.

The committee tabled consideration of the proposed Resolution.

JANUARY 14, 2008 COUNCIL MEETING

The Regular Council Meeting was held on January 14, 2008 at 7:30 p.m. with Council President Williams presiding. Council members present were Mrs. Russell, Mr. McGlumphy, Mr. Slavin, Mr. McGiffin, Mr. Hogan, Mr. Salters, and Mr. Ruane. Mr. Leary was absent.

PRESENTATION - CIVIC CENTER FEASIBILITY ANALYSIS COMMITTEE - REPORT OF ANALYSIS AND RECOMMENDATIONS

Members were provided the Final Report of Analysis and Recommendations of the Civic Center Feasibility Analysis Committee for the Dover Civic Center Facility, dated December 15, 2007 ***(Exhibit #6)***. Mr. Phil McGinnis, Chair of the Civic Center Feasibility Analysis Committee, provided the following replacement pages: 1) pages 8 and 9 of the Final Report; 2) Exhibit G; and 3) page 10 of the presentation pages following Exhibit H. He introduced those members of the committee that were present during the meeting. Mr. McGinnis gave a detailed presentation of the Final Report of the Committee. He noted that the committee felt that the 2.9% Kent Tax Increase provided in the Johnson Report must have been a misprint and wanted to bring this to their attention so that residents were not misled.

Mr. Ruane referred to the Brookings Institute Study dated January 2005, which was provided to members and questioned if the committee considered the opportunity costs of not investing the money in other public goods (i.e. by committing funds for a Civic Center, what other choices would be eliminated). Responding,

Mr. McGinnis stated that such consideration was beyond the scope of the committee's charge, which was to review the feasibility of the Civic Center and to make recommendations on how to repay the City's fair share contribution. Mr. Ruane noted that, in addition to those reported, such as the removal of electric lines, reserves, etc., there are other missing costs. Mr. McGinnis also advised members that the total estimated cost of $61M was reduced from $75M as a result of the redesign of the proposed Civic Center. He stated that the $61M estimate would remain if construction were to begin within the next 12 months and completed within the next 24 to 30 months.

In response to Mr. Slavin, Mr. DePrima stated that the Civic Center Corporation has obtained quotes from qualified appraisers to conduct the appraisal for the 40 acres of land contributed by the City; however, since the quotes to conduct the appraisal were costly, they have not taken any action to conduct the appraisal. Mr. Slavin relayed his frustration that when the Civic Center Corporation initially approached the City, there was an indication that if the land were donated by the City, this would be all that the Corporation would ask of the City. He also relayed frustration that there is no information regarding the value of the 40 acres when donated, what the land has appreciated to, and they are now being requested to make a monetary contribution, in addition to the land donation.

Mr. Salters relayed his recollection that the value of the 40 acres of land donated by the City was estimated at $2M when donated approximately 10 years ago.

Mr. Hogan moved for acceptance of the Final Report of Analysis and Recommendations of the Civic Center Feasibility Analysis Committee, seconded by Mr. Salters and unanimously carried.

FEBRUARY 25, 2008 - CITY COUNCIL MEETING
DELAWARE CIVIC CENTER - DISCUSSION

During their Regular Meeting of January 14, 2008, members were provided the Final Report of Analysis and Recommendations of the Civic Center Feasibility Analysis Committee for the Dover Civic Center Facility, dated December 15, 2007. Although members accepted the Final Report of Analysis and Recommendations of the Civic Center Feasibility Analysis Committee, no further action was taken by City Council.

Urging members to reject the financial plan and recommendations made to support it and to notify the State, County, and the Civic Center Corporation that the City of Dover does not intend to participate beyond the $10M land donation which it has already made, Mr. Ruane read a statement into the record (***Exhibit #7***).

Concurring, Mr. Slavin relayed his concerns and requested clarification regarding the reversion of the property donated by the City for the Civic Center if the project were not started by a certain date, suggesting that the property would revert back to the City. He also questioned the legality of the City contributing public tax dollars to another entity and suggested that this be clarified for this matter as well as any other request that may come forward in the future.

Mr. Ruane moved that the President of City Council notify the State, County, and Civic Center Corporation that the City of Dover does not intend to participate in financially supporting the Delaware Civic Center beyond the $10M land donation which has already been made. The motion was seconded by Mr. Slavin and carried by a unanimous roll call vote.

SEPTEMBER 14, 2015 CITY COUNCIL MEETING
LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - AUGUST 24, 2015

Transfer of Real Property from Delaware Civic Center Corporation to Delaware State University
Mr. Scott Koenig, City Manager, advised that a request was received from Delaware State University (DSU) ***(Exhibit #8)*** regarding the transfer of property from the Delaware Civic Center Corporation. He stated that he had a few requests related to this item; however, he asked that the representatives from DSU speak first. Mr. Koenig indicated that in January 2015, he, along with Mr. Kirby Hudson, Assistant City Manager, former Council President David Bonar, and Mr. William Pepper, Deputy City Solicitor, met by telephone with the representatives of DSU to talk about a potential transfer of land and, since that time, the attorneys had been working on a way to potentially make that happen.

Mr. Thomas Preston, DSU General Counsel, reviewed his letter to Council President Slavin, dated August 11, 2015. He stated that approximately 13 years ago, the ownership of three (3) parcels of land was transferred to the Delaware Civic Center Corporation (DCCC). Mr. Preston informed members that approximately 41 acres of that plot was owned by the City of Dover, and the City maintained a reversionary interest which stipulated that if the DCCC did not use the property for building a civic center within 10 years, the City could demand that the land revert back to the City. He indicated that K.W. Lands, LLC donated a parcel of approximately 6.3 acres which had a similar reversionary interest. The last parcel was given in fee simple, with no reversionary interest. Mr. Preston stated that the DCCC did not build the civic center and, in fact, went out of existence.

Mr. Preston explained that DSU was committed to building that facility if they can get the funding, noting that they are currently working on it; however, in order to move forward, DSU needed to solidify the real estate portion. Mr. Preston stated that DSU was asking the City to either waive its reversionary interest entirely or agree that DSU has a certain period of time to try to raise the money to build a convocation center. He noted that if it were built within that time, the reversionary interest would expire.

Mr. Sudler asked what the DSU board of trustees' most recent decision was in regard to this matter. Responding, Mr. Preston stated that the board was in favor of this matter; however, he explained that the board would be most interested when they come up with financing. He noted that the board recognized that this is a facility that would be tremendously additive to DSU, as well as Kent County and the City of Dover.

Mr. Sudler asked how soon construction would begin if the City were to waive the reversionary interest. In response, Mr. Preston stated that this would be a $57.5M project and DSU was a long way from having that amount. He explained that DSU was talking to people and there were some incredibly creative ideas being floated around. Mr. Preston stated that they would like to believe that it would come to fruition but he could not make a pledge.

Mr. Shevock questioned what type of building DSU planned to build on the property, whether it would be an academic building or sports related. Responding, Mr. Preston explained that the building would be a combination that would house a basketball arena, volleyball, and those kinds of sports, and it would also have facilities around the exterior of the building that would be academic. He stated that DSU was talking to people about creating a health center that would use part of the facility as well, and it would be designed

to be easily used for conventions, trade shows, and the like. The purpose underlying the building was to be very flexible and provide a facility that does not exist anywhere else in Delaware, specifically in Kent or Sussex counties.

Mr. Shevock asked if there would be a provision for some type of attachment to DSU's other properties. In response, Mr. Preston explained that approximately a month and a half ago, DSU had discussions with the Delaware Department of Transportation (DelDOT) regarding their plans for the extension of Crawford Carroll Avenue. He stated that, assuming that it comes to pass at some point, Crawford Carroll Avenue would be a connection and DSU would also plan to have a walking path. Mr. Preston noted that DSU currently runs small buses up to the residence hall, which used to be the Sheraton, and down Route 13; however, the idea would be to get the traffic off of Route 13 if possible.

Mr. Anderson expressed his opinion that this would definitely be a positive addition to the City. He noted that the land was in a good and valuable location and the City should reclaim its interest. He questioned the possibility of a partnership with DSU and the City regarding payment in lieu of taxes (PILOT) and issues of that nature if the City were to transfer the property to DSU. Responding, Mr. Preston stated that DSU would be happy to talk to the City about it; however, it was his hope that it would not be linked to this particular transfer because it was his thought that these were separate topics and ought to be discussed separately. Mr. Preston stated that DSU understood the City's concern about this and was prepared to talk at the City's convenience.

Ms. Maucher asked what funding sources had been identified and if Mr. Preston expected to have issues similar to those that the City had in raising funds. In response, Mr. Preston stated that they were not in a place with any of the potential partners to say that they had identified any real sources. He explained that they had looked at public/private partnerships all over the country that had built medical buildings, hospitals, schools, etc., and they knew that this was possible. Mr. Preston stated that they just have to find someone who is prepared to invest $60M in Kent County in a convocation center, which was not the easiest deal to sell. He noted that they were making some progress, and he was guardedly optimistic.

Referring to the other models that Mr. Preston had looked at, Ms. Maucher asked what the timing was to obtain the funds. Responding, Mr. Preston stated that it varied. While some of the big California universities have had a lot of money and a lot of support and were able to put together a public/private partnership very quickly, others had taken a great deal of time. He stated that some buildings would be easy to build because there is cash flow immediately. With a residence hall, for example, 500 kids move in every year and may pay $9,000 a year for the room, which puts a lot of bricks and mortar on the ground, but convocation centers are tougher.

Members were provided the Delaware State University Convocation Center Final Report, Delaware State University, Dover, Delaware, May 2014 ***(Exhibit #9)***. Mr. Preston stated that this feasibility study estimated that the proposed convocation center would have between 144 and 170 events every year, only 40 percent of which would be DSU related. He explained that it was difficult to estimate how many of those would be free events versus those for which tickets would be sold. Mr. Preston stated that the estimate for building operations was between $5.5M and $7.2M, which would be significant for this economy. He indicated that the convocation center would result in approximately 180 permanent jobs, as well as approximately 500 jobs during the construction. Mr. Preston noted that, fiscally, this would be a big deal for Kent County and Dover.

Mr. Sudler asked whether DSU had entertained the idea of giving the City of Dover a discounted rate if the City needed to do something in that capacity. In response, Mr. Preston stated that this had never come up; however, DSU facilities were currently used frequently by the City as well as State and County organizations. He indicated that typically contracts include a charge of $150 or $200 and he did not see any reason why it would not be the same. Mr. Preston stated that the only caveat would be that DSU would have to maintain the building and pay the light bill.

Mr. Hare noted that there was an electric transfer station on the property which the DCCC was going to pay to have moved. He questioned whether it would need to be moved for the proposed convocation center and, if so, whether the City or DSU would pay have it moved. Responding, Mr. Preston stated that Mr. Hare was the first to raise this issue; however, he explained that if DSU had a public/private partnership deal, he did not think this would be a major problem. He indicated that it would need to be moved and this would be done as part of the cost of putting up the building.

Mr. Hare expressed his opinion that due diligence had not yet been done by the City to know what would be given away, noting that someone may be interested in purchasing the land.

In response to Mr. Hare, Mr. Preston indicated that in 2001, the City was satisfied that the benefits from having the civic center built, the jobs that it would create, and the commercial traffic that it would generate would more than offset whatever the value of the land was, noting that he did not have any reason to believe that the analysis had changed since 2001. He stated that DSU did not have an appraisal of the property and he did not know its worth.

Mr. Preston stated his understanding that there were issues with the property that would need to be taken care of, noting that a major portion of it is fill, which would impact the value. He expressed his opinion that the City had to consider whether putting up a center that would result in 180 permanent jobs and between $5M and $7M per year, would be worth more to the City in the long term than whatever this particular 41 acres could be sold for.

Mr. Hare asked for a breakdown of the 180 full-time positions that the center would have. Noting that Mr. Preston indicated that the center would have 144 to 170 events per year and some may be fee-paying events, Mr. Hare asked if there would be any revenue to the City from taxes or anything like that. Responding, Mr. Preston stated that there would certainly be revenue to the City from utilities, as there is from the campus now. Noting that DSU pays almost $3.6M per year, he stated that the amount would increase with the construction of a substantial new building. Mr. Preston stated that they would not go forward with this project if they were not satisfied that the spin-off, in terms of revenues, jobs, etc., more than outweighed the cost of building it. He expressed his belief that this property would not be taxed any more than the rest of the University's property.

In response to Mr. Hare, Mr. Preston confirmed that the University's property is not taxed at all. He expressed hope that the City of Dover had concluded that having DSU as a neighbor was profitable in ways other than tax revenue.

Mr. Koenig, referring to staff's meeting with DSU in January, stated that the City was interested in this concept from an administrative standpoint; however, he explained that a couple of things had happened in the intervening time and the City was under pressure in a number of different areas. Mr. Koenig stated that

the City wants to encourage development because it is desired that the economic base expand, both in Dover and Kent County, and this would be a good project on many facets for that. He noted that DSU was on the record as saying this would create utility revenue for the City. Mr. Koenig advised members that there were three (3) separate parcels which had been assessed in total at approximately $2.8M by the City's tax assessment office. He stated that all three (3) parcels were currently tax-exempt because they were granted to the Civic Center Corporation.

Mr. Koenig informed members that since the January meeting with DSU, two (2) things had happened which were very specific to this discussion. He reminded members that State revenues and transfers to local governments are a big question for the future. Mr. Koenig explained that it was important for the City to take advantage of opportunities to discuss PILOT agreements or long-term partnerships where the City receives revenue. He stated his understanding that DSU might not want to couple these two (2) things together; however, he advised that this was really the time to talk about it since DSU was now on record as saying that this facility would generate additional income. Mr. Koenig indicated that unless these discussions begin now, in the early stages, it would be difficult for the City to get DSU on the record in the future. He advised members that the PILOT agreement was something that the City was interested in; however, it had not been discussed with DSU prior to this evening. Mr. Koenig stated that DSU had approximately $250M of assessed land value in the City of Dover, which represents a huge economic investment in Dover. Mr. Koenig noted that having the University inside the City limits provides many advantages to the City; however, he reiterated that there was the issue of PILOT, which the City had not discussed with them.

Mr. Koenig stated that the second issue, which had come up in the last 10 days, was related to potential solar fields on this property. He advised members that, under the renewable portfolio standards, the City would be deficient in Solar Renewable Energy Credits (SRECs) in the next couple of years. He explained that in January, staff had not discussed what the City would do in the future for the next round of these renewable energy sources. Referring to the Conceptual Site Plan on Page 16 of the Delaware State University Convocation Center Final Report, Delaware State University, Dover, Delaware, May 2014, Mr. Koenig noted that the area labeled future parking would be attractive to a solar developer for the location of a solar field. He stated that the City would like to entertain that discussion with potential solar developers for this part of the land, because this was the cap on the old landfill.

Mr. Koenig stated that the 40+ acres of land that the City owned was an inert landfill that went through a closure exercise back in the mid-1990s. He explained that for the last four (4) or five (5) years, the City of Dover had been paying a small amount for the inspection of that cap to make sure that it stays in place and that the closure documents stayed current, or green, while the Civic Center Corporation had been defunct.

Mr. Koenig reiterated that the City has a need for future solar development and advised that Mr. Harry Maloney, Electric Director, had indicated that this was a really good area based on current technology whereby a solar developer can build a floating field of solar power that would not be damaged by the differential sediment of the landfill cap. Mr. Koenig stated that staff would like to bring this matter before City Council as a discussion that the land labeled as future parking may potentially be something that the City would like to pursue for solar fields. Although staff did not currently know how much land would be needed for the solar fields, the rough estimate was in the five (5) acre range, which would still leave a substantial amount of land that the City would not have a future interest in.

Mr. Koenig advised that, from an administrative level, he would like to take the best of all the discussions going forward. He explained that he would like to continue discussing the potential transfer of the land, and evaluate whether a portion of this land that is away from the convocation center could be redeveloped or developed as a solar field through the City's integrated resource plan that is about to go out for proposals. Mr. Koenig stated that he would recommend that the City do the reversion clause, in case DSU does not move forward with the project, so that the City would have the potential to further evaluate this for either expansion of renewables or some other development application that may happen in the future.

Mr. Shevock noted that the Conceptual Site Plan indicated that the City would require 1,600 parking spaces for a 4,800-seat facility and that the proposal was approximately 500 spaces short. It was his assumption that parking would go over into the future parking area and he questioned how much of the future parking would be used for a solar panel field.

In response to Mr. Shevock, Mr. Koenig, noting that the Conceptual Site Plan depicted the electric substation in its current location, stated that DSU did not contemplate moving the electric substation, which would be substantially costly. Mr. Koenig was unsure of the exact amount of land that would be needed for a solar panel field or how it would impact DSU's plan. He stated that the number of parking spaces needed would depend on the event being held and could be worked out as the City moves through design.

Mr. Shevock asked if a waiver request regarding the specified number of parking spaces would come back to the City. Responding, Mr. Koenig stated that there could potentially be a waiver, but that would have to be granted by the City's Planning Commission through the planning process.

Mr. Hutchison asked if DSU had a timetable related to construction for this project. In response, Mr. Koenig noted that Mr. Preston said the sooner the better but that they did not have funding arranged at this time.

In response to Mr. Hutchison, Mr. Preston stated that DSU would love to begin construction tomorrow; however, they have to have the money and would not start building without having identified the sources.

Mr. Hutchison stated that he loved what he saw, noting that it was very impressive and long overdue for DSU. He expressed his hope that the City Manager, Economic Development Office staff, and DSU would work together to develop an agreement. Mr. Hutchison noted that there are many opportunities with the campus growing the way it is.

Responding to Mr. Hosfelt, Mr. Koenig reiterated that the City's parcel was approximately 41.5 acres and estimated that the assessed value of this property was approximately $2.4M. He reminded members that it should be taken into consideration that this was a landfill and not highway frontage.

Mr. Hosfelt was not sure whether giving away $2.4M of land was the best idea with the current state of the City. He expressed his opinion that this somehow needed to be tied to PILOT. Mr. Hosfelt noted that members had discussed how much the land was worth, the area that it takes up within the City, and the fact that this project would have an impact on City services, such as the police department, fire department, ambulance service, etc. He stated that it was going to have more of an impact than just paying those fees. Mr. Hosfelt thought that, going forward and especially if this would be a money-making venture for the University, it would not make sense for the City to give away $2.4M worth of land.

Mr. Hare stated that he spoke to someone from DSU earlier in the day who said that after Labor Day the City was welcome to come out and have a conversation with Dr. Williams. Mr. Hare reiterated that he did not believe that the City should make a decision without more information.

Ms. Maucher asked if DSU felt that they could not move forward without title to the land or if there could be some type of agreement that once certain goals are met by DSU, the land could be transferred. She was concerned that DSU could have the same fundraising issues as the DCCC and the property could sit for another 13 years without being utilized.

In response to Ms. Maucher, Mr. Preston stated that, under the best circumstances, raising the amount of money required to construct the proposed building would be a challenge, and he did not have any problem with the City maintaining the reversionary interest. He explained that it would be difficult to move forward when he could not tell a potential partner that DSU had the land and show them what it looked like. Mr. Preston stated that DSU had to start the process with the foundation, which was the land.

Ms. Maucher asked how long a reversionary period DSU would want, whether it would be another 10 years or if five (5) years would be sufficient, with an option to extend. Responding, Mr. Preston stated that the City of Dover was DSU's partner and DSU would work with the City. He explained that if five (5) years with an option for another five (5) was the way the City wanted to go, DSU would be happy to discuss it. Mr. Preston stated that the problem was that there was no money in the State coffers and he did not think the State would be in a position to build a $57M building any time in the reasonable future. He indicated that DSU had to be completely different and creative, and that process was taking some time, noting that DSU had been talking to people for at least a year; however, he did not have anything he could put on the table. Mr. Preston stated that DSU had a terrific person helping them and they were confident that they would get it done, but it could easily be another five (5) years.

Mr. Sudler asked what the largest amount was that DSU had raised, and in what amount of time they had raised it. In response, Mr. Preston stated that DSU was in the midst of its most successful capital drive in the 125-year history of the University. He indicated that DSU targeted $20M, and he believed they were at $16.5M in two-and-one-half years. Mr. Preston explained that this capital drive was targeted for scholarships.

Mr. Anderson expressed his support for this concept and stated that the City needed to reclaim its interest in the property and discuss this matter to determine where the City was going. He was not sure of the feasibility of a solar park and whether this would be an ideal place for it with the building around it and all of the trees. Mr. Anderson thought that the City Manager needed more time to evaluate the options and suggested that perhaps this item could be discussed in three (3) to six (6) weeks.

Council President Slavin thanked Mr. Preston and his team from DSU for briefing members on this project. He also thanked members for expressing their concerns, which he thought were well founded and well communicated. Mr. Slavin stated that this was the period of due diligence that was needed, noting that there would be many ways of meeting all of these interests, noting that he had not heard any opposition to the idea of bringing in additional jobs or to the status and prestige that a convocation center would have for the region and DSU.

Mr. Hare reiterated his concerns regarding the current state of the City and the possibility of giving $2.4M worth of the land to DSU to build a $60M convocation center. He informed members that DSU currently had $259M worth of tax-free property in the City and the State of Delaware had $280M worth of such property in the City. This proposal would increase DSU's amount to more than $300M and result in DSU having more tax-free property in the City than the State of Delaware has. Mr. Hare expressed his opinion that more due diligence needed to be done to justify to the citizens why the City would give 41+ acres of land to DSU, while the citizens would pay more taxes because DSU does not pay any.

Mr. Sudler moved to continue conversation and information gathering from Delaware State University (DSU), as well as the City Manager, and for DSU to come back and give another presentation in regard to how they could economically benefit both the City and DSU. The motion was seconded by Mr. Cole.

Responding to Mr. Hare, Mr. Sudler and Mr. Cole agreed to stipulate that this item be considered at the first meeting in October.

The Committee recommended continuing conversation and information gathering from Delaware State University (DSU), as well as the City Manager, and for DSU to come back at the first meeting in October and give another presentation in regard to how they could economically benefit both the City and DSU.

By consent agenda, Mr. Hare moved for approval of the Committee's recommendation, seconded by Mr. Hosfelt and carried by a unanimous roll call vote.

Referring to the Delaware State University (DSU) convocation center, Mr. Bill Neaton, Economic Development Manager, noted that the City's Economic Development Office had been working with DSU since the first day that their plan came out. He noted that the Economic Development Office, the State legislators, and the Chamber of Commerce were all part of the feasibility study that was funded by the State for the convocation center. Mr. Neaton informed members that a number of locations were considered prior to coming up with the proposed location and, due to the proximity to the University, the size of the parcel of land, and the parking area, this one (1) far exceeded every other parcel of land that was examined.

OCTOBER 26, 2015 CITY COUNCIL MEETING
LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - OCTOBER 12, 2015

Update - Transfer of Real Property from Delaware Civic Center Corporation to Delaware State University

During their meeting of August 24, 2015, the Committee reviewed a request from Delaware State University (DSU) regarding the transfer of property from the Delaware Civic Center Corporation. The Committee recommended continued conversation and information gathering from Delaware State University (DSU), as well as the City Manager, and for DSU to come back at the first meeting in October and give another presentation in regard to how they could economically benefit both the City and DSU.

Mr. Scott Koenig, City Manager, informed members that he did not invite representatives from Delaware State University (DSU) to attend this evening's meeting because staff was still working on a few issues that were discussed during the Committee meeting of August 24, 2015. He stated that when the request was

received earlier this year staff thought that it would probably be good to transfer the property; however, since that time, concerns have come up regarding the potential drop in State revenues, the need for the City to look at locations for renewable energy, and some of the other things that are going on in local and State governments.

Mr. Koenig stated that since the meeting of August 24, 2015, Mr. Harry Maloney, Electric Director, had been working with Scott Engineering, who did some layout of the Civic Center property, to determine whether there is enough room to lay out a solar field that would be large enough to give the City a good return on investment.

Mr. Koenig advised members that there was currently utility work happening on the property related to the expansion of easements in this area, which were previously approved by City Council, to afford for the new Kent County bypass line that will relieve the large diameter force main in the center of U.S. 13. Mr. Koenig stated that the intent is to finalize all of the easements after the line is actually in to ensure the line is correctly located within the easements across the property.

Mr. Koenig explained that, in the intervening time, Councilman Hare, Mr. Kirby Hudson, Assistant City Manager, and he met with DSU representatives regarding opportunities to partner and discussed branding, marketing, and the issue of payment in lieu of taxes (PILOT).

Mr. Koenig expressed his belief that there is potential for the City and DSU to bring a proposal back to Council that is mutually beneficial from a number of different standpoints. He stated that, in the long run, he does not believe that the City has a good use for a majority of this property because it was a former landfill and is going to be subject to differential settlement for many years. Mr. Koenig noted that, with this type of property, it would be best to either leave it as fields or convert it to parking which can be adjusted in the future if settlement occurs.

Mr. Koenig stated that he would be back with a more concrete plan in the future. He explained that, given the consideration of tightening budgets, he did not think it prudent for the City to give this land away, noting his belief that a deal could be made that would be mutually beneficial to the City and DSU.

Mr. Cole asked whether the concrete proposal would be brought forward after the State and the Joint Finance Committee get into their budget. Responding, Mr. Koenig stated that a concrete plan would be more DSU's responsibility than the City. He explained that the City was currently in the process of having the annual property inspection completed and reminded members that the City only owned the back-end of the property. Mr. Koenig stated that the four (4) or five (5) acres along the access road is owned by the Civic Center Corporation. He explained that once the City decides how much of the property it may want, it would be incumbent on DSU to come forward with a proposal to City Council.

Mr. Hare asked if a solar field was something that the City wanted to get into again and questioned the possibility of the City partnering with the Delaware Municipal Electric Corporation (DEMEC) like other municipalities have. In response, Mr. Koenig stated that the City would probably not enter into an agreement with LS Power again but may pursue a potential partnership with DEMEC. He explained that the City may also consider doing the project without a partner, if the numbers work out, noting that there

are 2% interest loans available. Mr. Koenig stated that DEMEC has been working with various communities to install the equipment and if that was the best or least cost option for the City, staff would propose that coming forward to City Council.

Mr. Hare asked if DSU was also considering the possibility of using the property the City let them have years ago adjacent to the Delaware Agricultural Museum for a convocation center or whether it would forever be a tax-free race parking lot. Responding, Mr. Koenig advised that, to his knowledge, the City of Dover never owned that property and DSU purchased it from a third party. He explained that, at one point, DSU had proposed a strip mall which would include the university bookstore; however, there have not been any specific discussions regarding this development in at least four (4) or five (5) years. Mr. Koenig stated that, at this point, the property is tax exempt because it is owned by the university and the City did not regulate the use of the land. He noted that if DSU was to develop the property commercially, they would most likely lose their tax exempt status on it because they would be receiving business generated revenue. Mr. Koenig stated that it was his understanding that DSU was interested in going north to tie-in the potential of working with the former Sheraton hotel, which is now a dormitory and school, and if DSU can get that land for a low cost from the City, then it leaves them another development option to the south.

Mr. Sudler asked whether, if DSU used 100% of their nonprofit status, they could use approximately 25% of it for the commercial usage with their civic center if they are going to be renting it out to other organizations and agencies for income. He also asked where the money goes when DSU parks cars during races and whether that is a form of generating income on a nonprofit land parcel. In response, Mr. Koenig stated his belief that it would be in the category of other business related income; however, he was uncertain how it works in terms of accounting.

Mr. Koenig informed members that some things had come up recently that had never been considered before in regard to the tax exempt status for parcels. He noted that the City never contemplated Wesley College renting dormitories to the National Guard for training or individuals during Firefly or other events when the development applications were considered. Mr. Koenig explained that in considering future development applications or modifications, these types of things would need to be questioned. He stated that the City, through the Planning Commission, needs to figure out if additional licensing may need to occur, or if there will need to be any additional oversight when there is a different use than the intended building use.

Responding to Mr. Hare, Mr. Koenig stated that he was uncertain whether the City would be able to revoke a tax-free status, and that it would be a question for City Solicitor Rodriguez. Mr. Koenig noted that the City would have some leverage if there was a different use than what was originally authorized by the City, and advised that when things change, sometimes the City has the ability to create new guidance.

Mr. Hare noted his understanding that DSU could make upwards of $40,000 per race for parking cars and campers and this money goes into their scholarship fund.

Mayor Christiansen asked whether it would be smart for Council to have tax exempt entities that use their properties during certain periods of time be required to have a specific license for that type of operation. He suggested that a one-time use permit could be applied that would be substantial enough to generate some revenue for the City. In response, Mrs. Townshend, Director of Planning and Community Development,

stated that staff could review the licensing. She explained, for instance, that dormitories get a lodging permit and staff has never looked at having to license them separately; however, she thought that something could be developed for special events that are not education-related.

Mayor Christiansen noted that, for all intent and purposes, Wesley College and DSU would be in competition with hotels, motels and other parking facilities that are not tax exempt. He also suggested extending the license requirement to individuals parking 85 cars on a one (1) acre lot.

In response to Mr. Hosfelt, Mrs. Townshend stated that the City did currently permit DSU to park cars in the area where they camp. She stated that DSU gets a camping permit which she believed cost $125 per event. Mr. Hare stated that $125 was a maximum, noting that if an individual parks six (6) to 12 campers, it costs $25 which is not proportionately the same.

Mayor Christiansen expressed his opinion that it was an issue of maintenance of standards, noting that if the other hotels and motels, including Dover Downs, have to pay licensing fees for lodging, so should anybody else that chooses to do the same, whether they are a profit or non-profit entity.

Mr. Hare reiterated that City Solicitor Rodriguez should be consulted, noting that a tax exempt status was granted to these entities based on a specific use; however, the entities are now using their properties to generate income.

Mr. Hosfelt noted that members were advised that DSU had previously discussed developing a strip mall on their property located next to the Delaware Agricultural Museum and the possibility of that property losing its tax exempt status. Referring to DSU's proposal for a civic or convocation center which would generate a profit, Mr. Hosfelt expressed his opinion that, no matter what else may be worked out, it would be appropriate for the City to take measures to ensure that the property would be taxable.

APRIL 26, 2016 COUNCIL COMMITTEE OF THE WHOLE MEETING/LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

The Council Committee of the Whole met on April 26, 2016, at 6:00 p.m., with Mr. Hare presiding in the absence of Council President Slavin.

Update - Transfer of Real Property from Delaware Civic Center Corporation to Delaware State University

During their meeting of August 24, 2015, the Committee recommended continued conversation and information gathering from Delaware State University (DSU), as well as the City Manager, and for DSU to come back at the first meeting in October and give another presentation in regard to how they could economically benefit both the City and DSU. On October 12, 2015 the City Manager provided a status report on the request.

During the Legislative, Finance, and Administration Committee meeting of April 26, 2016, Mr. David Sheppard, General Counsel for DSU, advised that when the University last had an opportunity to present before Council, Mr. Tom Preston was there in the role of General Counsel and he has since retired. Mr. Sheppard advised that he was present at the meeting as the Assistant General Counsel and stated that

he did not have anything additional to add in terms of the economic benefit that the development of a convocation center on the civic center property site would bring to the City. He referred members to the Delaware State University Convocation Center Final Report ***(Exhibit #9)*** that was presented during the August 24, 2015 meeting. In regard to the economic benefit to the City of a convocation center on the civic center property site, Mr. Sheppard pointed out that Page 24 - Economic Impact reflected the estimate of expert consultants that, if built and fully utilized, the convocation center would generate $7M - $9.5M per year in revenue for the Dover area.

Mr. Sheppard stated that developing such a center would also be to the material benefit of the University. He informed members that for athletic events DSU currently uses Memorial Hall, which is more than 40 years old and not up to what one would expect for a Division 1 NCAA program. There are also events such as convocations and graduations, and DSU was fortunate to have Vice President Joe Biden speaking at graduation this year. Mr. Sheppard expressed his hope that the weather would cooperate on May 7, 2016 for graduation; however, he noted the benefit of having a facility that can house both students and parents during graduation. He stated that DSU is currently relegated to Memorial Hall in the wintertime, which is not ideal, and to the outdoor football stadium in the summertime, which is uncomfortable in the rain.

Mr. Sheppard indicated that the benefit to the City as a whole would be for events that could come to the City. He stated that indoor facilities in Delaware are limited for trade shows, conventions, and athletic events, noting that existing indoor facilities include the Bob Carpenter Center in Newark, the Chase Center in Wilmington, and some limited facilities at Dover Downs.

Mr. Sheppard indicated that they propose to build the facility in two (2) phases. The convocation center in phase 1 would have 3,600 arena-style seats and up to approximately 1,200 floor seats. Phase 2 would allow for total seating of approximately 6,000. Mr. Sheppard stated that the 76ers have an NBA developmental league team that plays their entire schedule at the Bob Carpenter Center. He used this an example of an activity that could be brought to the Dover area, which would allow those on the Delmarva Peninsula an opportunity to see games. In terms of economic benefit, Mr. Sheppard indicated that there would be revenue from the University's use of City utility service and tax dollars from the various businesses who generate revenue from events such as conventions or trade shows.

Mr. Sheppard reminded members that the land was formerly the Frazier's Pit landfill and was not currently being utilized. It was his understanding, from talking to DSU's expert consultants and from information that DSU has on the property, that the vast majority of the property could not be developed because it is landfill. Mr. Sheppard had recently been informed that the sole use of the land at this point in terms of development would be as a parking lot to facilitate the facility that was being discussed because of the desire not to disturb the land and create run-off from a disruption of the land.

Mr. Sheppard reminded members that, during the prior discussion of this topic, the City Manager had expressed his beliefs regarding the value of the land and there was some discussion about obtaining information to support that valuation. Mr. Sheppard had not seen that information to date; therefore, he had no basis to compare and contrast in terms of valuation. He advised members that he serves on the planning board for New Castle County and, based on the information he had received from experts and his own experience, he felt there was very little that could be done with grounds that were formerly landfill. In

addition, Mr. Sheppard noted that the property is located on Crawford Carroll Avenue, which sits off Route 13, noting that land with frontage on Route 13 has a value greater than land that is set back.

Mr. Sudler questioned whether DSU would be making a donation in regard to property tax if the City were to give the land to the University. Responding, Mr. Sheppard stated that no decisions had been made in this regard at this point. He stated that Mr. Hare had met with the President and Chief Operating Officer of DSU, as well as the General Counsel serving at that time. They had discussed some ideas for DSU to make a contribution or give something back to the City. Mr. Sheppard advised members that he had not been present at that meeting; however, he had the impression that the President was open to these ideas, which might be subject to future discussion.

Ms. Maucher questioned if the University would participate in off-setting the infrastructure improvement costs that would come from 6,000 extra vehicles coming in for events. Mr. Sheppard stated that they would; however, he indicated that the level of this contribution would depend on the attendant cost. He advised members that DSU met with the Delaware Department of Transportation (DelDOT) last summer regarding the prospect of redeveloping the area to redistribute traffic, utilizing a different entrance of the Dover Mall and having traffic run down that road, and, through eminent domain, capturing some of the existing DSU property in the baseball field to do that. Mr. Sheppard felt that some trade-offs could probably happen to facilitate that, stating that the University would be an active part of that discussion as part of its traditional pedestrian plan for students to access the property.

Mr. Cole stated that he understood the benefits of the proposal and questioned if there were any concrete figures regarding the direct benefit to the City. Noting that Mr. Hare indicated that there had been a meeting and that some other things were in the works, Mr. Cole asked if they would be presenting information that was new since the last meeting. Responding, Mr. Sheppard stated that he had no information to add to what was captured in the Final Report. He indicated that there was a lot of speculation involved, noting that when building a facility like this it is necessary to anticipate the draw of the facility and the attendant benefit. Mr. Sheppard felt this was largely captured in the report and did not want to misrepresent that there would be some greater benefit to the City since the experts had spoken to the issue. In terms of sheer dollars and cents, he felt that nothing had changed. Mr. Sheppard indicated that the previous discussion was complicated by a representation that was made about the valuation of the land and what the City would be entitled to as a consequence of transferring the land to DSU. He felt that this valuation information would be helpful and he did not have it, reiterating his understanding that the property was landfill and its valuation was nominal or nothing at all. Mr. Sheppard advised members that DSU had reached out to the Department of Natural Resources and Environmental Control to figure out what liability would be inherited for any necessary remediation for the land into the future. If the land were transferred to the University, DSU would have some responsibility to make sure there is no environmental impact, noting that this responsibility now lies with the City. He was unsure how this would translate into true dollars. Mr. Sheppard felt that he was operating at a disadvantage, noting that he was not in a position to answer that question, although the City Manager may be.

Mr. Sudler recalled that, during the previous discussion, DSU had raised $10,000 or $16,000 toward the total estimated cost for this project and questioned the current status. He noted that there had been discussion about how long it would take to get the project up and running so that the City would start receiving some

of the economic benefit. In response, Mr. Sheppard stated that DSU was in the process of developing a Request for Information (RFI) for a number of projects, including residence halls, other facilities, and the convocation center. This was the result of someone who came to DSU as part of a public/private partnership to develop the convention center and had a proposal that was shovel-ready. In using the State's and the University's dollars, Mr. Sheppard explained that the project would have to be bid out; however, he stated that there are entities who could turn the project around within 18 months to two (2) years.

Mr. Shevock stated that during the previous presentation there had been discussion about the City possibly using a portion of the property and questioned if this was no longer being considered. Responding, Mr. Scott Koenig, City Manager, stated that he was still interested in using the portion of land for potential solar field development over the next three (3) to twenty (20) years. He explained that this area was shadowed and labeled as future parking on Page 16 of the Delaware State University Convocation Center Final Report. Mr. Koenig indicated that this had not been shared with DSU at this point because survey data had not yet been reviewed.

Mr. Hare stated that State Senators Bonini and Bushweller were offering DSU support for the project and that the land, with the exception of the use for the solar park, is really no immediate benefit to the City. He suggested including a clause that if in two (2) years there is no contract in place to build something, then the land will revert back to the City. Mr. Hare stated that if something positive can come from the land and the State is willing to help, they should move ahead.

Mr. Sudler asked what the value of the land was. Responding, Mr. Scott Koenig, City Manager, stated that he did not have that information with him, noting that the City has not had the land appraised and he did not know what it would be valued at from a tax assessment standpoint. He advised that the City spends approximately $1,000 a year to have an environmental report done related to the closing of the former landfill. Mr. Koenig stated that if there is any mowing or maintenance associated with the cap, it is done by the City at a cost of approximately $3,000 to $5,000 a year so that the reporting mechanism with DNREC does not expire and reopen the City's liability for the landfill closure. He noted that the deed is still in the Civic Center Corporation's name. Mr. Koenig advised that the land would be good for something like a parking lot; however, it is not going to be prime land to actually build the facility on because of the differential settling issues. He noted that they do not have a private, third-party appraisal of the land. Mr. Sudler recalled that, during the last discussion, they were given a value of between $1.7M and $2M for the property.

Mr. Koenig advised that there are three (3) parcels of land associated with this area. One (1) is the old Frazier Landfill area, and there are two (2) other pieces of land that come up to the Crawford Carroll Avenue extended area. He indicated that the value in general is not heavily weighed to the landfill area. Mr. Sudler reminded members that, during the last discussion of this item, Council members voiced concerns that they did not know the value of the land they would be gifting away.

Mr. Hosfelt stated that he was one (1) of the councilmen that expressed concern with the price tag and noted that his other concern was that, historically, colleges and universities do not pay taxes on significant amounts of land and building value. He also noted that Dover Fire Department responds to hundreds of calls to the DSU campus and receives nothing in return, which is upsetting. Mr. Hosfelt stated that he did not foresee

the situation getting any better if DSU builds a convocation center, noting that it would continue to tax the City's public safety resources. He noted that DSU has a fine police department; however, the use of the Fire Department alone taxes the equipment, staff, and volunteers.

Responding, Mr. Hare advised that there was something in the works, which will be discussed during the budget review. He indicated that there has been discussion with DSU and they are receptive to this idea.

Mr. Shevock asked if the City was going to dedicate the whole piece of ground or if there was going to be a set aside for the solar farm that Mr. Koenig mentioned. Responding, Mr. Koenig advised that there are three (3) pieces of land associated with the total area of this proposal. He noted that the City donated the land known as Frazier's Pit to the Civic Center Corporation years ago with a clause that if the Civic Center Corporation did not move forward, those land donations would revert back to the donors. Mr. Koenig stated that the land that would revert back to the City is the Frazier Pit and the boundary of Frazier Pit. He noted that there are two (2) other pieces of land owned by the Davey Lumber Company and KW Lands LLC. Mr. Koenig advised that both of those pieces of land run up and touch what is now called Crawford Carroll Avenue.

Mr. Koenig advised members that, if you were standing on Crawford Carroll Avenue and looking towards the woods along the edge of Sam's Club, the land from the road all the way back to the power lines is the KW Lands LLC and the Davey Lumber land. He noted that the land behind the power lines that are traversing the land is where the Frazier Pit land holding starts and runs roughly from that overhead power line all the way to the edge of, and including the slope down to, the lake.

Mr. Koenig advised that a number of the acres of the former landfill are not developable because some of this area is essentially the cap of the landfill. He noted that, under the closure documents for development, the land could be used for parking lots and certain types of infrastructure, affording for differential settlement of the land; however, it is not prime development land.

Mr. Sudler stated that both the City and DSU need to economically coexist and help each other; however, the City will soon be reviewing its budget, which will include the needs of the Police and Fire Departments. Echoing Mr. Hosfelt's concerns, Mr. Sudler stated that when there is a situation that exceeds DSU's capability, whether it is a fire or a criminal matter, the City is hit with the cost.

Mr. Hare advised that he and Mr. Koenig met with DSU President Williams and discussed the amount of tax-exempt property owned by DSU. He noted that one of the proposals was that if the Dover Fire Department needed a new fire truck, DSU could contribute $150,000 a year for the next five (5) to seven (7) years to the City as their Payment-In-Lieu of Taxes (PILOT) and they would be recognized for purchasing the fire truck. Mr. Hare indicated that President Williams was not adverse to the idea and liked that DSU would be recognized.

Mr. Hare advised members that he is pursuing this approach with all non-profits, which account for 40% of the tax-free properties in the City of Dover, noting that all non-profits should pay something toward public safety. He reminded members that property taxes do not cover the Fire and Police Departments.

Mr. Hare reiterated his feeling that donating the property to DSU, with a claw-back clause, would be a win-win situation. He noted that the City wanted a civic center there initially, and if DSU was willing to build it and it is built, then the City will also be able to use it.

Mr. Sudler reiterated that his major concern was that he did not want his constituents to bear the cost. Responding, Mr. Hare stated that it would be saving the constituents money because the City is spending money to maintain the property.

Mr. Hutchison stated that he liked the concept and would like to see the City of Dover sit down with the leadership of DSU to discuss the property. He stated that he thought this was a great opportunity for DSU and the City of Dover to work in partnership.

Referring to Mr. Hare's suggestion of a claw-back clause, Mr. Shepherd recalled that the Civic Center Corporation had 10 years to try to build the Civic Center and could not accomplish it. Responding, Mr. Hare stated that two (2) or three (3) years was just an example and it could be a 10-year clause.

Mr. Shepherd advised that DSU was in discussions and going through a process to build the convocation center.

Responding to Ms. Maucher, Mr. Hare stated that the Civic Center Corporation was also non-profit and the situation would be similar.

Mayor Christiansen stated that he participated in a number of meetings with DSU President Williams, the Provost, and General Counsel, and they made it quite clear that they were interested in this property. He also noted that the Kent County Metropolitan Planning Organization (MPO), of which he is vice-chairman, has proposed the extension of Crawford Carroll Avenue and reconfiguring the intersection from Produce Junction onto the highway in anticipation of the convocation center.

Mayor Christiansen contended that if a happy medium or common ground could be reached for managing the property between DSU and the City of Dover, with no impact on the City's constituents, then they need to move forward. He noted that, otherwise, they would end up 10 years down the road with a vacant lot that had had the potential of moving Dover into the 21st Century. Mayor Christiansen suggested that it was imperative to handle this request with due diligence, but rather quickly.

State Senator Brian Bushweller recalled that 10 or 15 years ago, when Mr. Hutchison was Mayor, he gave a stump speech around the City talking about the wonderful contributions that the higher education institutions in the City of Dover were providing to the City and to the whole State, but especially to the City of Dover. He noted that Mayor Hutchison would talk about Delaware State University, Wilmington University, Delaware Technical & Community College, and Wesley College, and even the University of Delaware Paradee Center near the Danner Farm. Senator Bushweller stated that Mayor Hutchison was right, and Senator Bushweller saw this project fitting right into that notion. He suggested that the City look to the higher education institutions for economic development and job creation, noting that they are already making major financial and economic contributions.

Senator Bushweller advised that they should be doing anything they can to enhance the ability of those institutions to themselves further develop and add more economic vitality and more jobs to our City. He stated that in economic development they say there are two (2) things you have to do, one (1) is to recruit new businesses and the other is to nurture the businesses you have. Senator Bushweller felt that granting this request would nurture the businesses that the City has.

Senator Bushweller stated that the land for a civic center was donated in the 1990s and the State contributed $7M, which was put into special accounts for the civic center. He thought t was not built because the concept of the civic center never caught on with the people, City Council, or with developers. He advised that, three (3) to five (5) years ago, he was in a meeting at DSU and someone mentioned the civic center land as the potential site for a university facility, and it occurred to him that DSU could be the "anchor tenant" for the site. Senator Bushweller stated that he felt one (1) of the reasons the civic center never worked was because it lacked an anchor to make it all work.

Senator Bushweller advised that the Bond Bill Committee, which he and Senator Bonini are members of, offered language last year or the year before that recognizes the interest of Delaware State in obtaining land from the Civic Center Corporation for a convocation center and directs the Civic Center Corporation, which is now defunct, to reconstitute itself for the purpose of disposing of its assets in a manner consistent with the charter of the Civic Center Corporation, which is to dispose of its land in an appropriate way. He recognized the reversion clause in the deed, which was the current topic of discussion.

Senator Bushweller stated that the State also has language that directs the relevant parties, including the State, to look for appropriate funding mechanisms to build the convocation center. He suggested that the clawback should not be too restrictive because, unless there is a developer that is willing to invest the money, the State will probably end up being the biggest funder of the convocation center, and they are not financially prepared to begin the project.

Senator Bushweller recognized that the property tax was a legitimate issue for the City; however, he suggested that most state capitals have the same problem because so many state buildings are located in the capital. He commended the members of Council and DSU for considering options and hoped that they would continue to work on the tax issue while they move forward on the land transfer. Senator Bushweller noted that it was his understanding that KW Lands LLC had the same reversion clause in the deed, and they have authorized the transfer of their land to DSU.

Senator Bushweller commended Council members for discussing this complicated issue and stated that he would appreciate it if Council could move forward on it, recognizing that there would be outstanding issues to discuss. He offered his assistance moving forward.

State Senator Colin Bonini advised members that he is the most conservative member of the General Assembly and that he hates to spend money; however, as a member of the working group for the convocation center, he realized that the proposal makes sense for two (2) reasons. The first reason is that it is going to bring money into the City and the value of the property is currently zero because the City does not have anybody interested in buying it. The second reason is that DSU, which is a State agency, provides direct accountability for a vitally important project.

Senator Bonini, as the senior Senator on the Bond Bill Committee, assured members that the State anticipates helping to absorb the cost of infrastructure if this becomes necessary, noting that it had been discussed by the working group.

Senator Bonini echoed Senator Bushweller's concern with the length of time for the clawback clause, noting that a compressed timeline for construction could result in a developer increasing their price. He stated that he hoped that Council would move forward as quickly as possible.

Senator Bonini advised that he made his whole career about value for taxpayers, and he felt that the convocation center would be a winner that would bring significant revenue into the City. He suggested that the center can be a significant tax driver, whether through a ticket tax for the events or by some other means.

Senator Bonini stated that he recognized the issue of Payment-In-Lieu of Taxes (PILOT) and indicated that at least two (2) senators were actively working on structurally fixing the issue. He stated that he had also spoken with Mr. Hare about specific projects that he could, and wanted to, help with. Senator Bonini stated that he did not want to see worthwhile projects get caught in the PILOT debate, feeling that the long-term answer is structural.

Senator Bonini reiterated his hope that Council will transfer this land because there is the potential for something fantastic in Dover. He reiterated that if it turns out not to be as fantastic as they hope, there is a direct line of accountability, which is tremendously important.

Mr. Sudler thanked Senators Bonini and Bushweller for supporting DSU. He stated that it is very important for members to discuss this matter and expressed his support for further discussions or staff recommendations.

Mr. Sudler moved to recommend that Delaware State University (DSU) present the Committee with a proposal for City Council to transfer the property to DSU. The motion was seconded by Ms. Maucher.

Mr. Neil indicated that he understands why it is extremely important for the City to do this type of thing and that it is something he would support; however, he stated that he would need to explain this to constituents in layman's terms. He informed members that he had received a letter from a constituent in his community who does not understand the value of this proposal or why he works to protect Dover Downs. Mr. Neil stated that the constituents in his community see the value of the equity in their homes dropping to 40% - 50% because it is a lease land community and complain that their taxes have increased. He indicated that he has explained to these constituents that the value of their homes went down by 28% and they are not actually paying more taxes for the services that the City provides. Mr. Neil stated that the City provides a great value for the cost of water and electricity, noting that the City has the second lowest electric rate during the summer and approximately the fourth lowest during the winter. He explained that by expanding this economic value, the City can bring in more businesses to decrease taxes.

Mr. Neil requested that DSU provide an explanation of the total package of what they are offering. He stated that he is supportive of the educational institutions in the City, but he has to explain this proposal to his

constituents. Mr. Neil indicated that information regarding the negotiations that DSU had been discussing with members of Council would also be valuable for him in explaining why the City would like to transfer this property to DSU.

Mr. Sudler called for the question, seconded by Mr. Hare.

Mr. Sudler indicated that the motion was to send this matter to Council for further discussion of the transfer of this City property to DSU. Responding, Mr. Hare stated his understanding that DSU was going to come back to the Committee with a proposal, which would include a clawback, so that members can take an official vote.

Mr. Hare reminded members that the City gave this land to the Civic Center Corporation in the 1990s, and this would just transfer it to another agency hoping to do what the Civic Center Corporation did not do.

Mr. Hosfelt and Mr. Cole requested clarification on the motion. Responding, Mr. Hare stated that DSU is going bring a proposal back to the Committee regarding the transfer of the land.

Mayor Christiansen stated that Mr. Sudler called the question to end the discussion and it was appropriately seconded, so that is the motion on the floor that needs to be acted on, according to Robert's Rules of Order.

Mr. Hosfelt stated that he cannot vote on a motion if he does not know what it is. Responding, Mr. Hare clarified that the motion was to end the discussion.

In response to Mr. Sudler, Mr. Hare stated that the original motion made by Mr. Sudler was to have DSU come back to the Committee with a proposal for the City to transfer the land to DSU.

Responding to Mr. Sudler, Mrs. Traci McDowell, City Clerk, indicated that the original motion was for DSU to bring a proposal back for consideration. Mr. Hare reminded members that the motion was seconded by Ms. Maucher.

The motion to recommend that Delaware State University (DSU) present the Committee with a proposal for City Council to transfer the property to DSU was unanimously carried.

Responding to Mr. Sheppard, Mr. Hare stated that DSU would simply bring the proposal to Council, including a clawback. He explained that the matter would not come back to the Committee.

Senator Bushweller asked if it was the intent of this Committee that Council vote on transferring the land to DSU, subject only to the revision of the proposal from DSU in that regard. Responding, Mr. Neil and Mr. Hare confirmed that this was their understanding.

Mr. Hare moved to recommend in favor of transferring the land to DSU. The motion was seconded by Mr. Sudler.

Mr. Hosfelt stated that there had been no discussion on the motion.

Mr. Neil stated that he wants to see what DSU is proposing, so he knows what he is voting for when it gets to Council. He indicated that he wants to know, in terms of time, when it will come back to Council, what DSU hopes to anticipate, what the fundraising is going to be that they are going to undertake, the building that they are talking about; he wants to see it all.

Mr. Sudler suggested a friendly amendment to the motion, that DSU provide the City with the information requested by Mr. Neil prior to the Council meeting, for inclusion in the Council packet. He stated that this would give members time to review the information and have their questions ready. Once members' questions are answered, they can vote yes or no.

Mayor Christiansen noted that the last motion that passed was to agree to move forward on the transfer of the property. He expressed his opinion that, in the interest of transparency and total understanding by each member of Council on behalf of the constituents, it is imperative that DSU bring the information requested by Mr. Neil back to the Committee for perusal and then move directly to Council. It was Mayor Christiansen's opinion that to do any less is derelict of duty. He asked how the constituents would understand the actions Council takes if the members of Council do not understand them. Mayor Christiansen stated that it is only fair to members of Council, the citizens, and DSU.

Mr. Neil noted that Mr. Hare had mentioned that DSU might want to include in their proposal that they will be making a donation towards fire protection, etc. Responding, Mr. Hare stated that the donation is something totally different and separate from this matter.

Mr. Shevock asked how long it would take for DSU to come back to Council with the proposal. Responding, Mr. Sheppard stated that part of the challenge is trying to figure out what to provide, in addition to what has already been provided in the Delaware State University Convocation Center Final Report, which was done by some very talented people. He indicated that maybe DSU could distill the Report down in a way that may be more easily communicated to the City's constituents, suggesting perhaps a page with bullet points. Mr. Sheppard asked, once DSU has had the opportunity to discuss it and make sure they provide the right product, what an appropriate time would be to bring this back.

Responding to Mr. Hare, Mr. Sheppard indicated that 30 days would probably be sufficient.

Mr. Neil stated that this time frame was fine with him, noting that he did not want to push them and would wait until they are ready. He noted that, in terms of the time, DSU needs to figure out if this will be done within a 5-year period or a 10-year period and inform Council what it is going to take. Responding, Mr. Hare stated that this information would be included in their proposal as the clawback.

In response to Mr. Neil, Mr. Sheppard stated that the challenge, as was demonstrated by the lack of success for the Civic Center Corporation, is that it is difficult for him to tell the City that DSU is going to get this done on a date certain. He explained that this is why a reversionary interest in the language would be for a future date that is far off, noting that it is not as simple as snapping your fingers and making it happen. Mr. Sheppard stated that DSU has to get partners in this and might have to engage the State on the effort.

Mr. Koenig reminded members that when this matter was previously discussed, one (1) of the things that

Staff was asked to do was to go back and evaluate the whole issue of whether this land had value to the City. Referring to Page 16 of the DSU Convocation Center Final Report, Mr. Koenig stated that Staff has been on record several times saying that the value for the City is the area shadowed and labeled as future parking, which could be used for a potential solar field. He wanted to make sure that this is part of the discussion, explaining that if the City simply transfers this land, the City may be buying land for a potential solar field. Mr. Koenig stated that his only caveat regarding this matter is to ensure that discussions regarding a potential solar field and the confirming of any easements on this property occur prior to Council taking final action on a land transfer.

Ms. Maucher asked if the Committee can recommend that Council enter into negotiations with DSU for the transfer of the property, and whether that would end the discussion by the Committee. She stated that she did not understand why this would need to come back to the Committee. Responding, Mr. Hare advised that Council can enter into negotiations; however, the matter would have to come back to the Committee for review and recommendation to Council.

In response to Mr. Hare, Mr. Hosfelt stated that, at this point, members had not agreed to enter into negotiations. Based on the motion, it was his understanding that the Committee had agreed to allow time for DSU to bring back information for further discussion. Mr. Hosfelt stated that he did not see the motion as approval to sell the property or give the property or deed over.

Mr. Hare clarified that the motion was to have DSU bring their proposal back to the Committee.

Mr. Sheppard requested additional clarification, explaining that he had heard two (2) different requests. He stated his understanding that Mr. Neil wants a distillation of the Delaware State University Convocation Center Final Report to be able to more easily communicate it to his constituents, which Mr. Sheppard indicated that DSU can do. He stated that he also heard, at least as a suggestion, that the City is looking for language from DSU to set the parameters around how the transfer would operate, what opportunity for reversionary interest there might be to the City and how that would work. He wanted to make sure that he was clear on these requests, so that when he comes back, he has what Council needs to be able to move forward.

Responding to Mr. Sheppard, Mr. Hare indicated that if DSU came back with a proposal that KW Lands and the Frazier Pit be transferred to DSU, the City would still have the right to the other parcel that Mr. Koenig said the City might need for the solar field, there would be a 10-year clawback, and the Committee can discuss what to do.

Mr. Hosfelt stated that he was unsure where the City was at this point. It was his understanding that the City has something that DSU wants and, in his view, DSU would come to Council as a whole with their proposal to take this property off the City's hands. Mr. Hosfelt indicated that it was obvious there had been discussions or negotiations about other costs and factors that may affect the City that not everyone in the room was aware of, which was confusing. He noted that there had been talk about other information that would come to Council during the budget hearings.

Mr. Hare explained that his previous reference to information to be presented during the budget hearings

did not pertain to the land transfer but negotiations for something else in the budget that was brought up last year.

Mr. Hosfelt expressed his opinion that the best thing to do at this point was for the motion to be withdrawn, table consideration of the transfer, and come back and review this matter with cooler heads.

Mr. Hutchison noted that many of the current members of Council had not been present when the civic center was previously considered. He assured members that study after study had been completed, a partnership between the City of Dover and State of Delaware was put forth, and the land was transferred to the Civic Center Corporation for economic development reasons. Mr. Hutchison noted that a lot of information showed that the transfer made good sense and, at that time, Council reviewed it and had the same questions that members were currently asking. He assured members that when all was said and done, Council had stepped up to the plate and agreed that it made good sense to move forward with the civic center opportunity; however, it failed. Nothing ever happened with the civic center, so the land came back to the City. Mr. Hutchison advised that members were now back at the table with a new opportunity and he felt that the facts and circumstances had not changed regarding why it made good sense to transfer the land. Mr. Hutchison expressed very strong support for hearing back from DSU regarding the proposal.

Mr. Sudler concurred with Mr. Hutchison, stating that he had reviewed this matter, understood what was happening, and was ready to move forward.

Mr. Hosfelt stated that some of those present did not understand what was being proposed or what DSU was being asked to do. Mr. Hosfelt stated that he thought he knew what he was voting for; however, if he had voted in favor of moving forward on giving the land to DSU, he had done so incorrectly and had to be accountable to this. He had intended to vote in favor of getting more information and discussing the matter.

Mr. Cole felt that the misunderstanding was that DSU thought that they had provided a proposal.

Mr. Sheppard stated that he appreciated the challenges and the needs to satisfy the interest of constituents and to be able to fairly represent to them what would be done with the City's property and how this would impact them as citizens. He stated that the proposal on the table was to facilitate a transfer of the property, at least out of the Committee to the full Council, so that a decision could be rendered. Mr. Sheppard reiterated that a lot had been captured in the Delaware State University Convocation Center Final Report and expressed his understanding that language needed to be worked out in terms of how the actual transfer would function. He stated that DSU would be happy to provide that language and did not believe it would take 30 days. Mr. Sheppard advised that he had the impression that Mr. Neil was looking for something different, so there was a lack of clarity. He indicated that if Council was simply looking for language to facilitate the transfer, he would be happy to put that language together.

Mr. Neil echoed Mr. Hutchison statement that this would allow for the development of the property with a new partner, DSU rather than the Civic Center Corporation. He advised that he was looking for the time parameters for how long it would take to develop and complete. Mr. Neil felt that he and Mr. Hare differed in their view, referring to Mr. Hare's previous remarks about a contribution to the City. Responding, Mr. Hare explained that the discussion he and Mr. Koenig had with DSU was in regard to a different matter

that applied to the whole City and not DSU and not the land transfer.

Mr. Sudler moved to rescind his original motion.

Mrs. McDowell stated that the motion was for DSU to bring a proposal and was seconded by Ms. Maucher. She indicated that, immediately after that, Mr. Hare made a motion for the Committee to recommend in favor of transferring the property, which had not been voted on.

Mr. Sudler stated that his motion for DSU to bring back a proposal was now null and void.

Mr. Sudler moved that the current proposal from DSU for the transfer of land go forward from the Committee to Council for further discussion within 30-60 days, with information regarding the concerns brought forth to the Committee today, the breakdown requested by Mr. Neil, and a determination of whether a clawback clause would be included.

Mr. Koenig questioned if a motion was needed, stating his belief that DSU had advised that they were interested in the land; however, he did not recall there ever being a letter or written document requesting a specific number of acres or stating exactly what DSU wants from the City.

In response to Mr. Koenig, Mr. Sheppard stated that DSU sent a letter to Council President Slavin some time ago about this issue. He did not have it with him but offered to provide it and stated his belief that it would address the City Manager's concern.

Mr. Sudler stated that his motion was to move the matter from the Committee to Council for further discussion, with the understanding that the breakdown requested by Mr. Neil and information requested by Mr. Hosfelt would be provided.

Mr. Hare stated that his motion could be amended to add these provisions.

Senator Bonini expressed concern about delaying this matter more than a few weeks, noting that the General Assembly would recess on June 30, 2016. It was his belief that the State would need language from the City to move this matter forward, and he commended Senator Bushweller for including such language in the Bond Bill. Senator Bonini indicated that General Assembly would not go back into regular session until January 2017 and wanted to share this time constraint with members.

After further discussion between Mr. Hare and Mr. Sudler regarding the motion on the floor, Mr. Hosfelt expressed confusion regarding the status of this matter. He stated his belief that one (1) motion was unanimously carried, Mr. Hare had made a motion that had not been voted on, and Mr. Sudler had put another motion on the floor.

Mr. Sudler stated that his original motion was null and void. He stated his recollection that Mr. Hare had made a motion and his last motion was an amendment to Mr. Hare's motion which provides the allotted time and language.

Mrs. McDowell reiterated that the first motion, which indicated that DSU would bring a proposal back, had been acted upon and could not be withdrawn. She stated that the next motion was from Mr. Hare to recommend transfer of the property. It was seconded by Mr. Sudler but had not yet been voted on.

In response to Mr. Hare, Mrs. McDowell explained that the motion was for DSU to bring a proposal back to the Committee and it was unanimously carried.

Mr. Hare withdrew his motion to recommend in favor of transferring the land to DSU.

Mr. Sudler questioned if the matter would be brought back to the Committee if he agreed to withdraw his second, expressing his opinion that consideration of this matter should be forwarded to Council.

Mr. Hare stated that he withdrew his motion and asked Mr. Sudler if he agreed to withdraw his motion. Responding, Mr. Sudler agreed to withdraw his motion.

Mr. Hare stated that DSU would bring back a proposal regarding their recommendation for the transfer of the property.

Mr. Sudler requested clarification as to whether this matter would come back to the Committee, reiterating his opinion that it should be forwarded to Council.

Mr. Cole moved to table the matter, seconded by Mr. Hosfelt.

Mr. Cole suggested a roll call vote.

Mr. Sudler questioned whether there was a vote on the previous motion. Responding, Mr. Hare stated that the motion to table supercedes.

Mr. Sudler called a point of order and requested clarification on the motion previous to the current motion to table the matter when he was asked whether or not he was in agreement with rescinding his second to Mr. Hare's motion. Responding, Mrs. McDowell expressed her belief that the previous motion had been rescinded, and the motion that had been voted on was for DSU to bring a proposal.

Mr. Sudler indicated that he had called a point of order as he was unsure why the matter was being tabled if it had already been voted on. Responding, Mrs. McDowell stated that the motion to table was made because the motion to have DSU bring back a proposal did not end the discussion. She reiterated that the motion for DSU to bring a proposal was unanimously carried.

In response to Mr. Sudler, Mrs. McDowell stated her belief that the motion to table had failed, but suggested a roll call vote.

Mr. Neil stated that, according to the motion that passed, that DSU is supposed to bring the proposal back. He suggested that Mr. Sheppard get together with Mr. Koenig regarding Mr. Koenig's concerns related to the land needed for the solar field. Responding, Mr. Sheppard stated that he would be happy to get together

with Mr. Koenig at his convenience.

Mr. Hutchison noted that the issue being discussed was not complicated and expressed the need for Mr. Koenig and the leadership at DSU to sit down together, discuss it, and come back in a short period of time so it can be acted upon. He stated that, to be fair to members, they must see what they are voting on. Mr. Hutchison indicated that it was a matter of DSU putting their request in writing so the City could deal with it in haste, noting the need to work with the General Assembly.

Mr. Cole withdrew the motion to table the matter, and Mr. Hosfelt withdrew his second.

For clarification, Mr. Sheppard questioned if DSU would return to the Committee or if this would be considered by Council. Responding, Mr. Hare stated that it would be brought before the Committee of the Whole, which includes members of Council.

Ms. Maucher expressed concerns regarding time constraints.

Mr. Hare stated that the next meeting of the Council Committee of the Whole was scheduled for May 10, 2016 and the next Council meeting was scheduled for May 23, 2016.

Mr. Sudler commented that the General Assembly would recess on June 30, 2016.

S:\RESEARCH\FRAZIER PIT-CIVIC CENTER LAND\HISTORY OF DOVER CIVIC CENTER (04-28-2016)\History of Civic Center-Frazier Pit Property.wpd

Exhibits

Exhibit #1 - Agreement of Sale - Legislative, Finance, and Administration Committee - March 12, 2001
Exhibit #2 - Presentation - Delaware Sports and Entertainment Complex - Council Meeting of June 14, 2004
Exhibit #3 - Civic Center-Summary of Economic Impact - Parks, Recreation, and Community Enhancement Committee Meeting of March 1, 2005
Exhibit #4 - Cash Flow Analysis - Joint Council and Standing Committees Meeting of April 12, 2007
Exhibit #5 - Delaware Civic Center Resolution - Joint Council and Standing Committees Meeting of April 12, 2007
Exhibit #6 - Final Report of Analysis and Recommendations - Dover Civic Center Facility - Council Meeting of January 14, 2008
Exhibit #7 - Statement - Councilman Eugene Ruane - Council Meeting of February 25, 2008
Exhibit #8 - Request from Delaware State University - Transfer of Property - Legislative, Finance, and Administration Committee Meeting of August 24, 2015
Exhibit #9 - Delaware State University Convocation Center Final Report - Legislative, Finance, and Administration Committee Meeting of August 24, 2015 and Council Committee of the Whole/Legislative, Finance, and Administration Committee Meeting of April 26, 2016

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Mayor/City Manager

F. MICHAEL PARKOWSKI
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JEREMY W. HOMER
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MARK F. DUNKLE
P. SCOTT WILSON
MICHAEL W. ARRINGTON
ANNE E. HARTNETT

GEORGE F. GARDNER, III
OF COUNSEL

March 5, 2001

NO.: L&F 3/12/01 - 2

Nicholas H. Rodriguez, Esquire
Schmittinger & Rodriguez, P.A.
414 South State Street
Dover, DE 19901

RE: Delaware Civic Center Corporation – City of Dover – Frazier Pit Property

Dear Nick:

Thank you for your recent correspondence regarding the above referenced matter.

Enclosed please find a revised Agreement of Sale, which includes the modified Paragraph 14, which you requested, and modifications to Exhibit "A" to also exclude the dedicated streets and provide a reservation of easements for existing utilities. We have also enclosed a plot plan showing the general location of the boundaries of the property, which is marked as Exhibit "B".

Also please note that additional language has been provided under Paragraph 15 to assure that the survey, which is to be performed by the Buyer, shows the exclusion of the Frazier Substation and dedicated streets and easements areas which are reserved for utilities.

At this point I believe that the Agreement is in a form which can be presented to City Council for approval. At the last Board meeting of the Civic Center Corporation, the change to Paragraph 14 which you proposed was discussed, and the Board indicated its willingness to accept you revision. Accordingly, if the Agreement is approved by City Council, the Chairman of the Civic Center Corporation is authorized to execute the Agreement, so that we could then proceed with the Due Diligence Period contemplated under the Agreement.

It would be appreciated if you could indicate you concurrence that the Agreement is in suitable form, and if it appears that the transfer of the property is acceptable to Council, we will proceed to make arrangements to have the survey performed and retain the services of a consultant to provide assistance in conducting the environmental portion of the Due Diligence review.

Again, because of the direct involvement of Jim O'Connor and Tony DiPrima in the activities of the Civic Center Corporation, I have copied them directly with this correspondence. In the event you should have any questions or wish to discuss any of the foregoing, please do not hesitate to give me a call. As always, your assistance and cooperation is most appreciated.

Sincerely yours,

F. MICHAEL PARKOWSKI

cc: E. Stuart Outten, Delaware Civic Center Corporation
Janet Wurtzel, DEDO
James O'Connor, Dover City Manager
Anthony DiPrima, Dover City Planner

Enclosures

AGREEMENT OF SALE

THIS AGREEMENT, made this ____ day of _____, A.D., 2001,

BY AND BETWEEN the City of Dover, a municipality of the State of Delaware, hereinafter referred to as "SELLER",

AND

the Delaware Civic Center Corporation, an instrumentality of the State of Delaware, hereinafter referred to as "BUYER".

WITNESSETH:

1. Property. Seller hereby agrees to sell, transfer and convey unto Buyer, and Buyer hereby agrees to purchase from Seller for the consideration and upon the terms and conditions hereinafter set forth, the following described real property: All that certain lot, piece or parcel of land with the improvements thereon erected, being generally described in Exhibit "A" hereto and as generally shown on Exhibit "B" hereto.

2. Purchase Price. The purchase price is the sum of Ten Dollars ($10.00) payable at the time of settlement hereunder.

3. Deed and Title. Seller shall deliver to Buyer at settlement, in form satisfactory to Buyer, a properly executed and acknowledged deed of the property, conveying a good, marketable, fee simple title, free and clear of all liens and encumbrances, excepting restrictions, utility agreements and easements of record, and zoning regulations, which are not violated by any existing improvements on the property, and which bind the property as of the date hereof. In the event title is not a good, marketable, fee simple title, free and clear of all liens and encumbrances, as aforesaid, Buyer may cancel this agreement and thereupon, all payments

made by Buyer pursuant to this contract shall be returned forthwith and the parties hereto shall be under no further obligation hereunder.

4. Possession of the Property. Possession of the property shall be delivered by Seller to Buyer at the time of settlement, provided however, that Buyer shall be entitled to complete access to the property for purposes of examination, inspection and testing in advance of settlement.

5. Settlement Date. Final settlement shall be completed within thirty (30) days of the completion of the due diligence period as set forth in Paragraph 12 hereof, the exact date, place and time of such final settlement to be subject to mutual agreement between the parties hereto.

6. Closing Adjustments. Taxes, water rent, sewer service charges, and any other charges of an annual and recurrent nature assessed and/or paid, as well as any rental for the property, shall be prorated at the time of settlement. It is recognized by the parties that the transfer of the property is exempt from state, county, and municipal transfer taxes.

7. Releases and Certificates. If labor and/or materials have been furnished to the property within the statutory lien period, Seller will deliver to Buyer at settlement a release of mechanics lien signed by all persons furnishing such labor and/or materials and verified by Seller.

8. Notice to Buyer of Public Sewerage and Water Facilities. 25 Del.C. §313 entitled Contract for Sale of Unimproved Real Estate; Notice of Buyer to Public Sewerage and Water Facilities requires that every contract for the sale of unimproved real estate located in the State of Delaware shall contain the following notice provision appearing conspicuously therein:

"NOTICE TO BUYER: IF THE PROPERTY BEING PURCHASED HEREUNDER IS AN UNIMPROVED PARCEL OF LAND, BUYER SHOULD CONSULT WITH THE APPROPRIATE PUBLIC AUTHORITIES TO ASCERTAIN WHETHER CENTRAL SEWERAGE AND WATER FACILITIES ARE AVAILABLE, OR, IF NOT, WHETHER THE PROPERTY WILL BE APPROVED BY APPROPRIATE PUBLIC AUTHORITIES FOR THE INSTALLATION OF A WELL AND PRIVATE SEWERAGE DISPOSAL SYSTEM. THIS CONTRACT IS CONTINGENT UPON: 1) A SATISFACTORY SITE EVALUATION WHICH WILL ALLOW THE LEAST COSTLY, INCLUDING INSTALLATION AND RECURRING MAINTENANCE COSTS, APPROVED ON SITE DISPOSAL SYSTEM IN ACCORDANCE WITH REGULATIONS PROMULGATED BY THE DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL; 2) AVAILABILITY OF A WATER SUPPLY; 3) THAT THE LOT SHALL CONFORM WITH THE LOCAL ZONING ORDINANCE; OR THIS CONTRACT WILL BECOME NULL AND VOID AND ALL DEPOSITS WILL BE RETURNED TO THE BUYER. THE BUYER WILL REQUEST THE SITE EVALUATION ON OR BEFORE _____. BUYER MAY WAIVE THIS PROVISION OF THE CONTRACT BY ATTACHING AN ADDENDUM SIGNED BY THE SELLER AND THE BUYER."

Attached to this Contract is an Addendum executed by the Seller and Buyer wherein the Buyer agrees to waive the provisions of this paragraph 8.

9. Buyer's Default. If Buyer shall, for some reason not excused hereunder, fail or refuse to perform his obligations to Seller, and Seller shall not also be in default, Seller may enforce specific performance of this agreement.

10. Seller's Default. If Seller shall, for some reason not excused hereunder, fail or refuse to perform his obligation to Buyer, and Buyer shall not also be in default, Buyer may enforce the specific performance of this agreement.

11. Use of Gender and Number. The singular of any word may denote two or more, the plural one alone, and the words of one gender may denote another gender whenever appropriate under the actual circumstances.

12. Due Diligence Period. For a period of ninety (90) days from the date of this Agreement, Buyer shall be entitled to perform a due diligence review of the title to the property and its condition and suitability for Buyer's intended future use as part of a site for a civic center project. In furtherance of such review Seller shall provide to Buyer within thirty (30) days of the date of this Agreement all information available and readily obtainable involving the title to the property, past activities on the property, involvement with regulatory authorities regarding the condition and status of the property, any requirements and conditions imposed by regulatory authorities regarding present and future use of the property, and any conditions known to Seller which would materially affect Buyer's intended use of the property. The information to be provided by Seller to Buyer shall include, but not be limited to, reports, data, sampling results, correspondence, title reports, declarations, restrictions, easements, maps, surveys, drainage reports and other written and graphic materials. At any time prior to the end of the due diligence period Buyer shall be entitled to terminate this Agreement if Buyer, in Buyer's sole discretion, determines that title to the property or the condition of the property is not suitable for Buyer's intended purposes.

13. Certification of Completion of Remedy. Seller warrants and represents that it has satisfied all the terms and conditions imposed by Delaware Department of Natural Resources and Environmental Control (DNREC) for issuance of a Certificate of Completion of Remedy (CCR) under the Delaware Hazardous Substance Cleanup Act (HSCA) for the Property, which is comprised in part of a former City of Dover Landfill known as the "Frazier Pit". A copy of the CCR shall be provided to Buyer within thirty (30) days of the date of this Agreement.

14. Post Settlement Requirements. Following settlement Buyer agrees that it will assume responsibility for satisfying the operation and maintenance requirements imposed under the CCR. Buyer further agrees that with respect to its activities on the property which result in liability or environmental conditions, that Buyer shall to the extent of its authorized and available funding, exclusively satisfy regulatory requirements to remedy such environmental conditions, provided however, that Buyer shall not be responsible for pre-existing undisclosed and unknown conditions, but in regard thereof, Seller shall only remain responsible for such pre-existing undisclosed and unknown conditions that might constitute a violation of the environmental laws or regulations existing as of the date of settlement. The provisions of this Paragraph 14 shall survive settlement.

15. Survey. It is the intent of the parties that all the Property of Sellers as generally described in Exhibit "A" and as generally shown on Exhibit "B" be conveyed to Buyer. The exact description of the Property to be conveyed pursuant to Paragraph 3 hereof shall be determined by a survey to be performed by Buyer at Buyer's expense, and the survey shall show the exclusion of the Frazier Substation, dedicated street and all reserved utility easements. A copy of the survey and description of the Property shall be provided by Buyer to Seller in advance of settlement.

16. Benefit and Detriment of Agreement. This agreement shall be binding upon and inure to the benefit of the parties hereto, their respective successors and assigns.

17. Entire Understanding of the Parties. This agreement constitutes the entire agreement and understanding between the parties hereto relating to the sale and purchase of the

property, and supersedes all prior or other agreements and representations in connection with the sale and purchase of the property.

18. Condition of the Property. At settlement, the property shall be in the same condition of repair as it is now, ordinary wear and tear excepted.

19. Right of Reversion. In the event construction of a civic center project is not commenced within ten (10) years of the date of settlement, Seller shall have the right to compel Buyer to transfer the property to Seller for the sum of Ten Dollars ($10.00). The right of reversion as set forth herein shall be included in the deed from Seller to Buyer. Seller shall be entitled to waive the right of reversion by providing written notification to Buyer.

IN WITNESS WHEREOF, the parties hereto have executed this agreement the day and year first above written.

Signed, Sealed and Delivered
in the presence of:

SELLER
CITY OF DOVER

_____ _____(SEAL)
BY:

_____ _____
ATTEST:

BUYER
DELAWARE CIVIC CENTER CORPORATION

_____ _____(SEAL)
BY:

_____ _____
ATTEST:

ADDENDUM

CONSPICUOUS WRITING MADE INDEPENDENTLY OF AGREEMENT OF SALE PURSUANT TO 25 DEL.C. §313

THIS CONSPICUOUS WRITING Made independently of an Agreement of Sale between Seller and Buyer.

W I T N E S S E T H:

WHEREAS, Seller and Buyer have simultaneously with the execution of this instrument entered into an Agreement of Sale in connection with the purchase of a parcel of land and improvements; and

WHEREAS, Paragraph 8 of said Agreement of Sale states that the Seller and Buyer agree by separate addendum to waive the provisions of 25 Del.C. §313 set forth verbatim therein;

NOW, THEREFORE, In consideration of One Dollar ($1.00) and other good and valuable consideration including the execution of an Agreement of Sale between these same parties, the parties hereby agree as follows:

1. Purchaser agrees to execute this conspicuous writing and that the same shall constitute a waiver of Paragraph 8 of the Agreement of Sale between Seller and Purchaser which spells out the requirements of 25 Del.C. §313 and Purchaser by the execution of this conspicuous writing and by its attachment as an addendum to the Agreement of Sale, agrees to waive any obligations or compliances with Paragraph 8 on behalf of Seller. Seller by executing this Agreement acknowledges that Purchaser has for good and valuable consideration being the execution and delivery of the Agreement of Sale acknowledges and agrees to Purchaser's waiver of the same.

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands and seals this

___ day of _____, A.D. 2001.

Signed, Sealed and Delivered
in the Presence of:

SELLER
CITY OF DOVER

_____ BY:_____(SEAL)

_____ ATTEST:_____

BUYER
DELAWARE CIVIC CENTER CORPORATION

_____ BY:_____(SEAL)

_____ ATTEST:_____

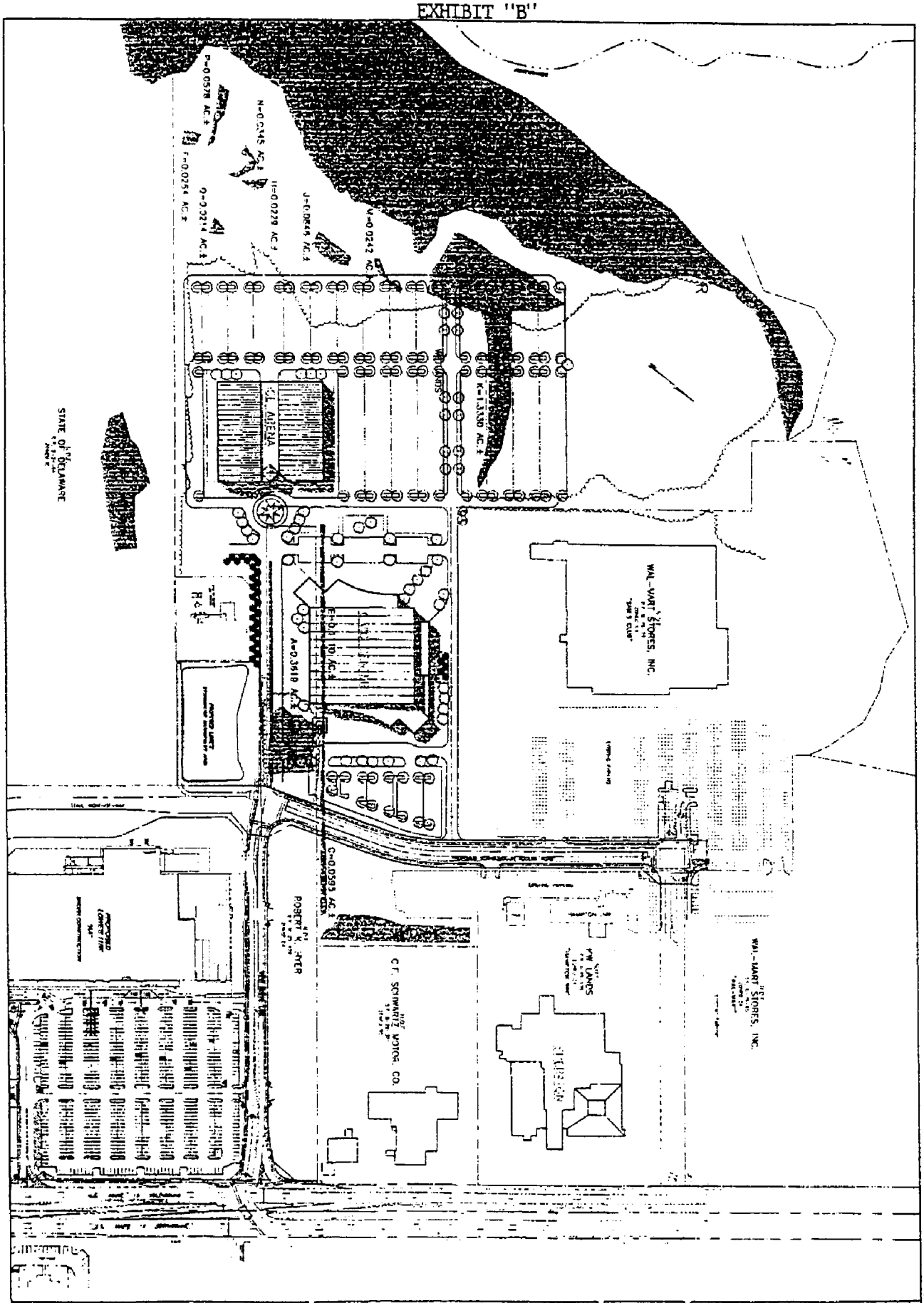
Exhibit "A"

All that parcel of land located in the City of Dover and described as follows:

Beginning at a point on the Westerly side of U.S. Route #13 in line of lands formerly of Mary E. E. Learned, Clara E. Learned, and Annie E. Learned; thence with said lands formerly of Learned the following four (4) courses and distances: (1) South 50 degrees 30 minutes West 1703.6 feet, (2) North 39 degrees 30 minutes West 1200 feet; (3) South 50 degrees 30 minutes West 175 feet; and (4) North 39 degrees 30 minutes West 86 feet, more or less, to the stream of a prong or branch of the headwaters of the St. Jones or Dover River; thence running with the stream of said prong or branch, in a southerly direction its several courses and meanderings, to a point in the bank of the St. Jones or Dover River; thence along said bank South 39 degrees 30 minutes East 220 feet to lands formerly of Ida McGonigal; thence by said lands formerly of Ida McGonigal North 50 degrees 30 minutes East 1487.4 feet to lands formerly of Charles R. Wilson; thence with said lands formerly of Charles R. Wilson, the following two courses and distances: (1) North 39 degrees 30 minutes East 200 feet; and (2) North 50 degrees 30 minutes East 1311 feet to the Westerly right-of-way line of U.S. Route #13; thence by said right-of-way line North 39 degrees 30 minutes West 20 feet to the point and place of beginning; be the contents thereof what they may.

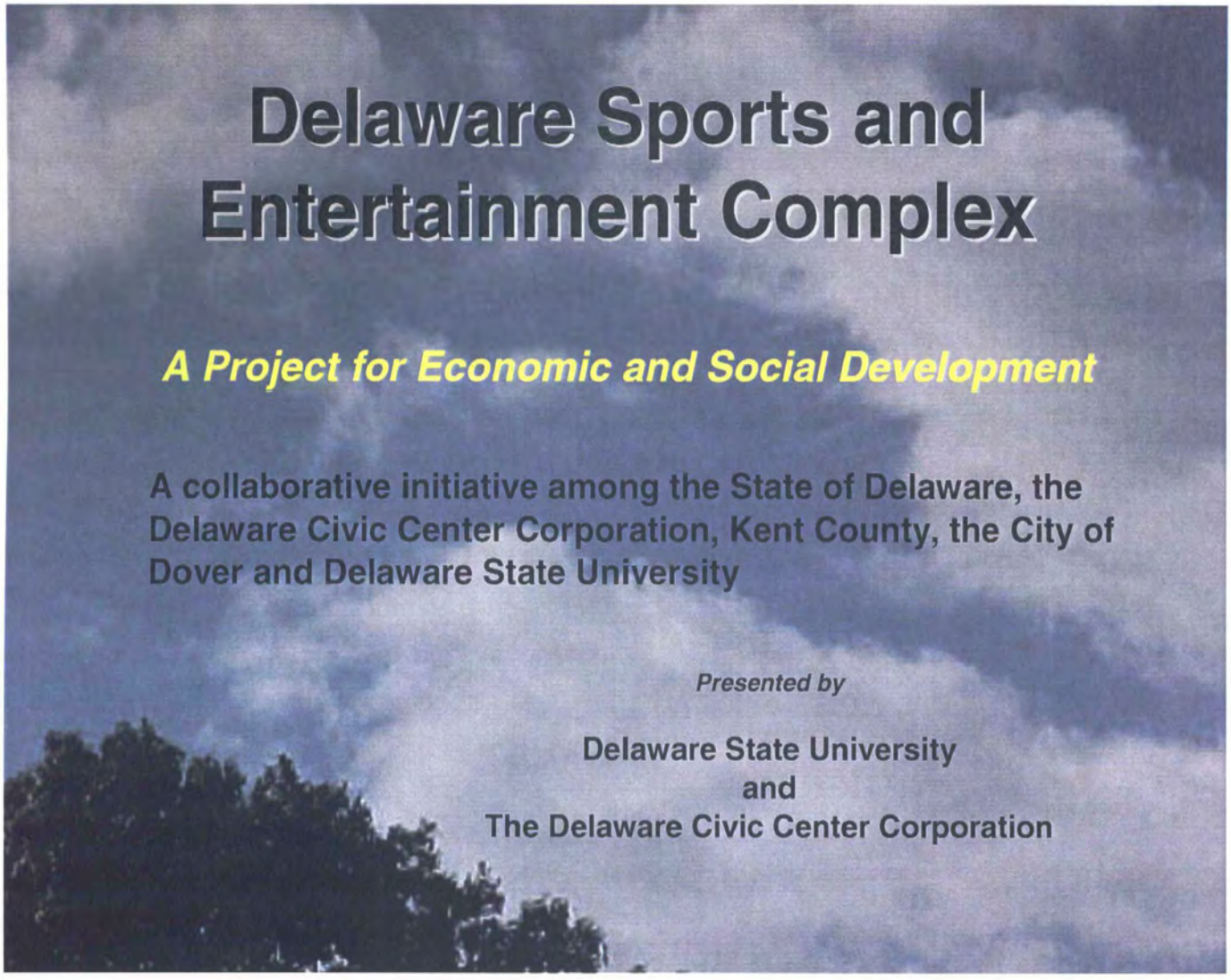
Excluding the lands of the existing electrical substation known as the "Frazier Substation" and dedicated streets, reserving easements for access to the Frazier Substation and all utilities located on the parcel.

EXHIBIT "B"



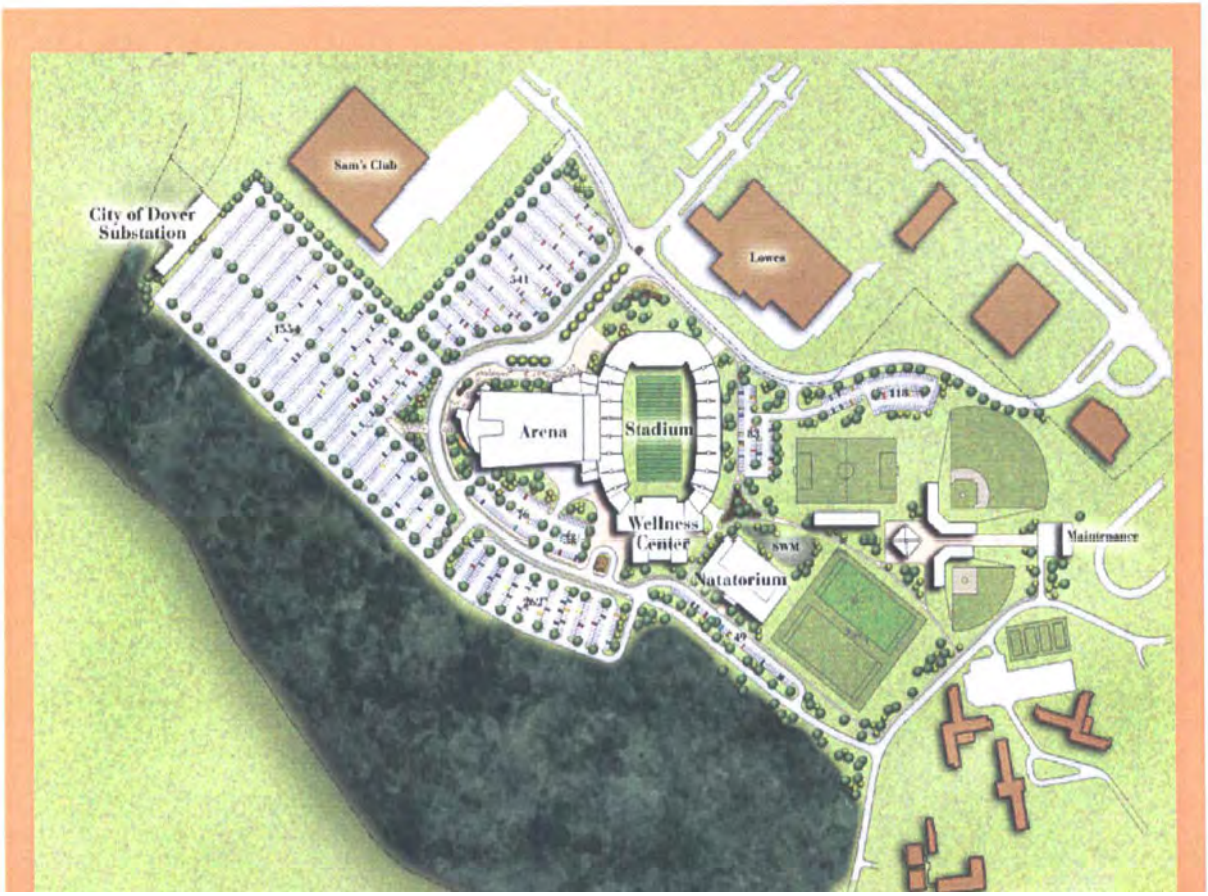
CONCEPTUAL SITE PLAN
FOR
PROPOSED DOVER CIVIC CENTER

SCOTT ENGINEERING, INC.
Consulting Engineers • Surveyors • Land Planners


Delaware Sports and Entertainment Complex
A Project for Economic and Social Development
A collaborative initiative among the State of Delaware, the Delaware Civic Center Corporation, Kent County, the City of Dover and Delaware State University
Presented by
Delaware State University
and
The Delaware Civic Center Corporation

Aerial View

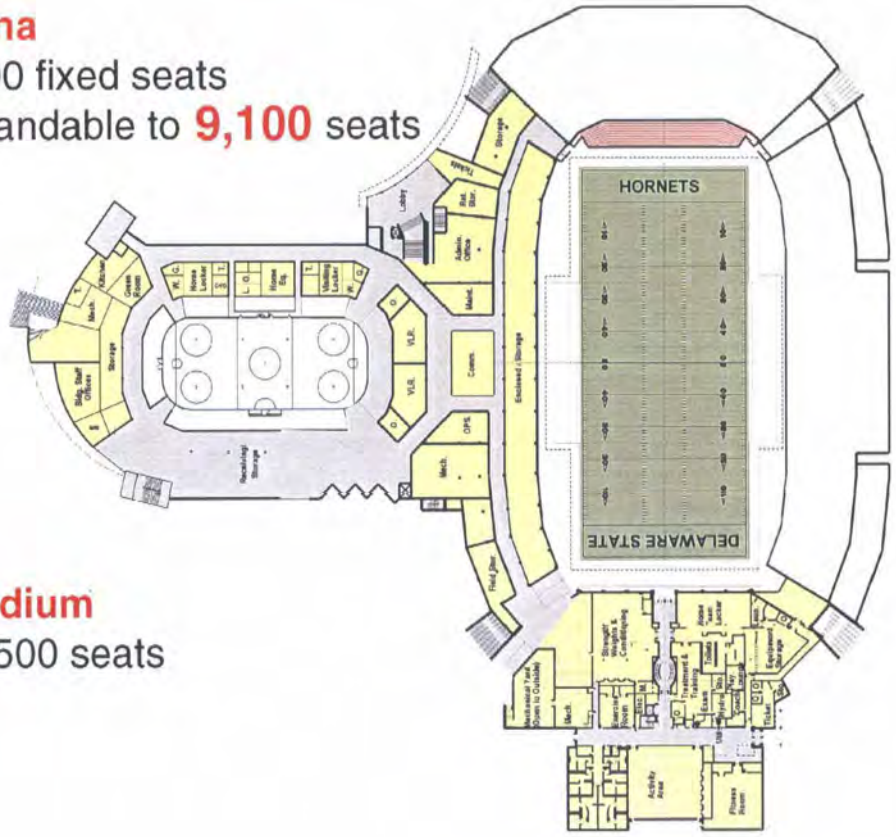



Sam's Club
City of Dover Substation
Lowes
Arena
Stadium
Wellness Center
Natatorium
Maintenance

Arena

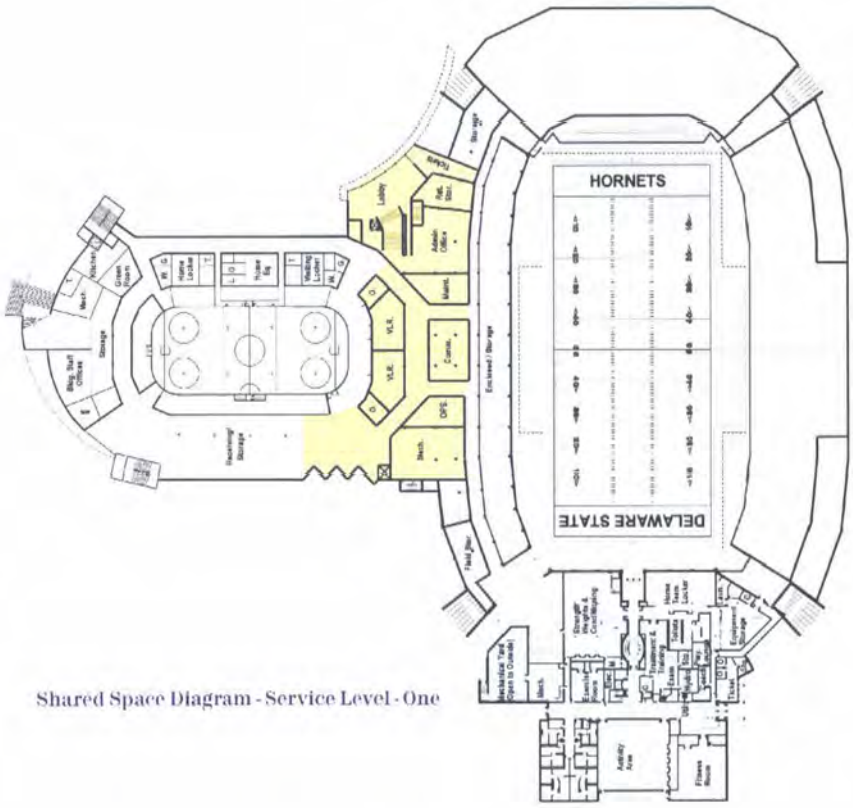
7,500 fixed seats

Expandable to **9,100** seats

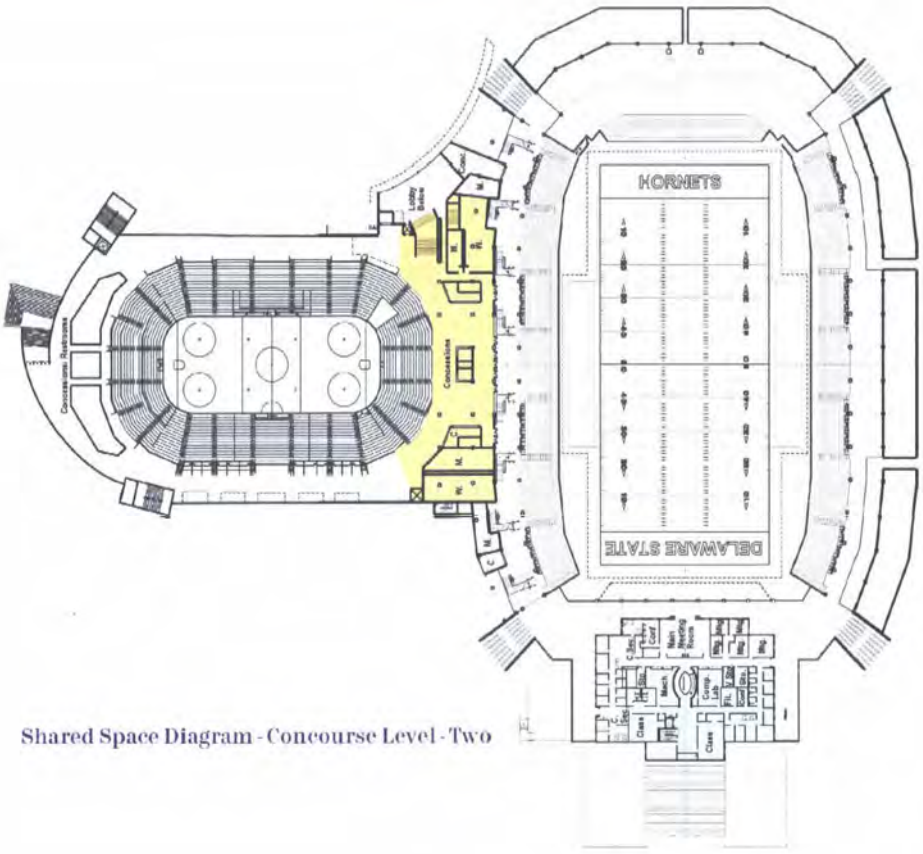


Stadium

14,500 seats



Shared Space Diagram - Service Level - One



Shared Space Diagram - Concourse Level - Two

Delaware Sports and Entertainment Complex

Costs:

Site work	7.1 Million
Arena	44.6 Million
Stadium	23.4 Million
Other Associated Costs	17.0 Million
Total	92.1 Million

Other Associated Costs:

Other Site Work	
• DSU Aquaculture Relocation	4.0 Million
• City of Dover Substation Relocation	3.0 Million
Land Value	10.0 Million
Total	17.0 Million

Financing:

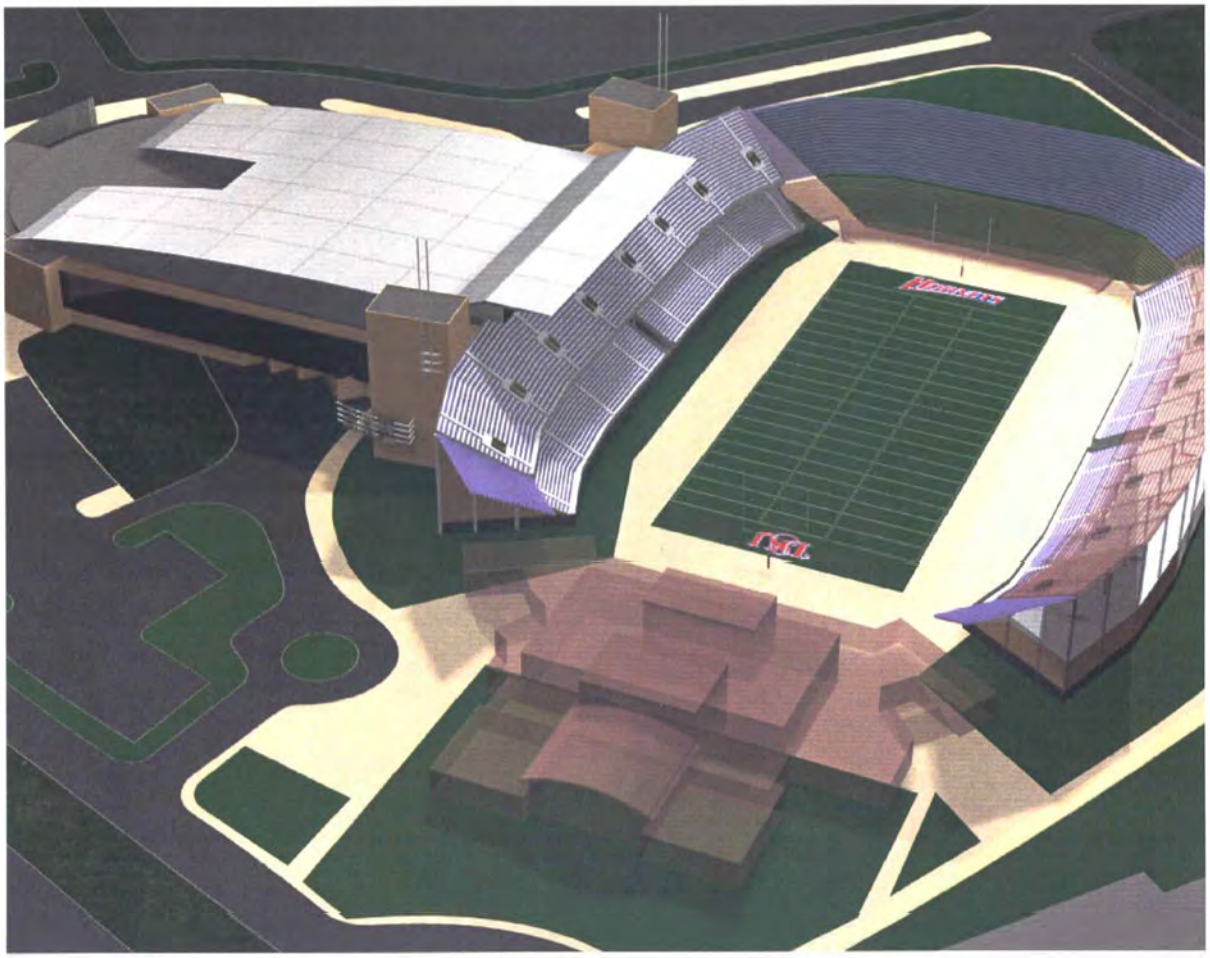
Debt	20.0 Million
DCCC	1.5 Million
DSU	2.0 Million
Private	11.6 Million
Other Associated Costs	17.0 Million
State	40.0 Million

Disney ON ICE
PRODUCED BY FELD ENTERTAINMENT

THE ORIGINAL HARLEM GLOBETROTTERS.

RINGLING BROS. and BARNUM & BAILEY

123 SESAME STREET LIVE
A VEE Corporation Production



We believe the complex will:

- ✓ Fit the strategic planning goals of state, county and local entities
- ✓ Create jobs – now and in the future
- ✓ Stimulate Delaware's economy
- ✓ Strengthen Delaware as a tourist destination
- ✓ Boost Delaware's attractiveness as a conference and convention choice
- ✓ Assist Delaware's attractiveness in obtaining new businesses
- ✓ Keep Delawarean dollars in state by offering viable entertainment
- ✓ Enhance the quality of education for K-12 and higher education through quality programming
- ✓ Complement proposed local transportation initiatives
- ✓ Demonstrate and model cost savings and efficiencies through a unique partnership
- ✓ Complement the area's rapid growth by enhancing the citizenry's quality of life



Thank You

Civic Center

Table 7

Summary of Economic Impacts - 2014

Sources of Direct Spending	New to City	New to County	New to State
At Arena (by attendees and for advertising/sponsorships)	$4,186,995	$2,717,180	$1,143,962
Non-hotel spending outside arena	$6,065,464	$4,286,253	$1,895,527
Hotel spending	$1,405,751	$1,490,093	$1,506,216
Home team and players spending	$1,280,000	$1,280,000	$1,280,000
Visiting team and players spending	$82,000	$82,000	$82,000
Event Promotor/Producer Spending	$1,860,800	$1,860,800	$1,860,800
Facility Spending	$1,831,408	$1,831,408	$1,831,408
Concessionaire Spending	$277,500	$277,500	$277,500
Naming Rights	$0	$0	$181,250
Exhibitor spending	$124,800	$101,400	$39,000
Total Direct Spending	**$17,114,718**	**$13,926,634**	**$10,097,663**
Total Indirect and Induced Spending	**$10,268,831**	**$8,355,980**	**$6,058,598**
Total Economic Impacts	**$27,383,549**	**$22,282,614**	**$16,156,261**
Increased Personal Income	**$19,989,990**	**$16,266,309**	**$11,794,071**
Increased Employment	**501**	**412**	**306**

Source: Johnson Consulting

EDiS Company
Project: Dover Civic Arena
Cash Flow Projection
Projected Completion Date: 2009

WORK DESCRIPTION	Fiscal Year 2007 MAY 07	JUNE 07	Fiscal Year 2008 JULY 07	AUG 07	SEPT 07	OCT 07	NOV 07	DEC 07	Fiscal Year 2008 JAN 08	FEB 08	MAR 08	APR 08	MAY 08	JUNE 08
Contract 1: Bulk Grading Sitework & Utilities	----	----	----	----	$150,000	$175,000	$300,000	$300,000	$300,000	$450,000	$525,000	$200,000	$140,000	$275,000
Contract 2: Concrete & Foundations	----	----	----	----	$0	$0	$0	$75,000	$75,000	$225,000	$400,000	$450,000	$450,000	$390,000
Contract 3: Precast Conrete	----	----	----	----	$0	$0	$0	$60,000	$40,000	$20,000	$20,000	$20,000	$20,000	$20,000
Contract 4: Structural & Miscellaneous Steel	----	----	----	----	$0	$0	$0	$50,000	$70,000	$125,000	$50,000	$150,000	$400,000	$500,000
Contract 5: Masonry	----	----	----	----	$0	$0	$0	$50,000	$50,000	$50,000	$50,000	$150,000	$150,000	$150,000
Contract 6: Roofing & Metal Wall Panels	----	----	----	----	$0	$0	$0	$0	$0	$10,000	$0	$0	$0	$0
Contract 7: General Trades	----	----	----	----	$0	$0	$0	$0	$25,000	$0	$0	$0	$101,300	$50,000
Contract 8: Curtainwall	----	----	----	----	$0	$0	$0	$32,450	$8,800	$0	$7,000	$0	$0	$0
Contract 9: Drywall & Metal Stud Framing	----	----	----	----	$0	$0	$0	$0	$34,000	$0	$0	$0	$0	$0
Contract 10: Ceilings, Flooring, Painting	----	----	----	----	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Contract 11: Escalators & Elevators	----	----	----	----	$0	$0	$0	$0	$50,000	$50,000	$50,000	$0	$0	$0
Contract 12: Special Equipment	----	----	----	----	$0	$0	$0	$0	$0	$0	$0	$0	$0	$27,805
Contract 13: BEAR IND. - Fire Protection	----	----	----	----	$0	$0	$0	$0	$40,000	$10,000	$0	$0	$0	$0
Contract 14: Mechanical & Plumbing	----	----	----	----	$0	$0	$0	$50,000	$55,000	$75,000	$150,000	$150,000	$250,000	$200,000
Contract 15: Refrigeration Equipment	----	----	----	----	$0	$0	$0	$0	$0	$50,000	$50,000	$0	$0	$0
Contract 16: Electric	----	----	----	----	$0	$0	$0	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000
Contract 17: Finish Sitework	----	----	----	----	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL TRADE CONTRACT COST	**$0**	**$0**	**$0**	**$0**	**$150,000**	**$175,000**	**$300,000**	**$617,450**	**$797,800**	**$1,115,000**	**$1,352,000**	**$1,170,000**	**$1,561,300**	**$1,662,805**
ARCHITECTURAL DESIGN & ENG.	$150,000	$150,000	$740,000	$740,000	$782,600	$782,600	$781,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600
SOFT COSTS administrative & consultants					$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300
CONTINGENCY					$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000
GENERAL CONDITIONS					$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500
CM REIMBURSABLE LABOR					$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300
CM FEE	$45,000	$45,000	$45,000	$45,000	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100
COST ESCALLATION					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL CONSTRUCTION COST	**$195,000**	**$195,000**	**$785,000**	**$785,000**	**$1,507,800**	**$1,532,800**	**$1,656,800**	**$1,234,250**	**$1,414,600**	**$1,731,800**	**$1,968,800**	**$1,786,800**	**$2,178,100**	**$2,279,605**
PERCENTAGE PER MONTH	**0.32%**	**0.32%**	**1.31%**	**1.31%**	**2.51%**	**2.55%**	**2.76%**	**2.06%**	**2.36%**	**2.89%**	**3.28%**	**2.98%**	**3.63%**	**3.80%**
PERCENTAGE PER FISCAL YEAR		**0.65%**												**31.44%**
FUNDING SOURCES														
CASH IN BANK	**$6,500,000**													
BOND BILL - GENERAL ASSEMBLY				**$7,000,000**										
KENT COUNTY							**$5,000,000**							
CITY OF DOVER											**$5,000,000**			
DELAWARE STATE UNIVERSITY											**$2,000,000**			
KENT COUNTY BOND ISSUE														
PRIVATE FUNDING SOURCES														
CASH BALANCE	**$6,500,000**	**$6,305,000**	**$6,110,000**	**$5,325,000**	**$11,540,000**	**$10,032,200**	**$8,499,400**	**$11,842,600**	**$10,608,350**	**$9,193,750**	**$7,461,950**	**$12,493,150**	**$10,706,350**	**$8,528,250**	**$6,248,645**

EDiS Company
Project: Dover Civic Arena
Cash Flow Projection
Projected Completion Date: 2009

	FISCAL YEAR 2009						FISCAL YEAR 2009								
WORK DESCRIPTION	**JULY 08**	**AUG 08**	**SEP 08**	**OCT 08**	**NOV 08**	**DEC 08**	**JAN 09**	**FEB 09**	**MAR 09**	**APR 09**	**MAY 09**	**JUNE 09**	**JULY 09**	**AUG 09**	**Totals**
Contract 1: Bulk Grading Sitework & Utilities	$190,000	$170,000	$80,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$160,000	$3,415,000
Contract 2: Concrete & Foundations	$270,000	$210,000	$185,000	$90,000	$90,000	$200,000	$0	$0	$0	$0	$0	$0	$0	$160,000	$3,270,000
Contract 3: Precast Conrete	$300,000	$700,000	$700,000	$600,000	$300,000	$150,000	$0	$0	$0	$0	$0	$0	$0	$250,000	$3,200,000
Contract 4: Structural & Miscellaneous Steel	$500,000	$600,000	$600,000	$600,000	$200,000	$50,000	$0	$0	$0	$0	$0	$0	$0	$380,000	$4,275,000
Contract 5: Masonry	$150,000	$250,000	$250,000	$300,000	$206,140	$205,240	$250,000	$200,000	$200,000	$150,000	$100,000	$0	$0	$340,620	$3,252,000
Contract 6: Roofing & Metal Wall Panels	$0	$300,000	$450,000	$500,000	$550,000	$250,000	$271,000	$100,000	$50,000	$0	$0	$0	$0	$210,000	$2,691,000
Contract 7: General Trades	$50,000	$100,000	$75,000	$0	$15,000	$20,000	$20,000	$0	$25,000	$75,000	$75,000	$50,000	$0	$50,200	$731,500
Contract 8: Curtainwall	$0	$0	$0	$0	$150,000	$200,000	$150,000	$100,000	$100,000	$100,000	$25,000	$25,000	$25,000	$99,750	$1,023,000
Contract 9: Drywall & Metal Stud Framing	$0	$0	$93,662	$55,762	$121,102	$368,350	$257,000	$131,000	$60,000	$44,000	$63,994	$0	$0	$100,631	$1,329,500
Contract 10: Ceilings, Flooring, Painting	$0	$0	$0	$0	$0	$0	$0	$0	$0	$50,000	$50,000	$50,000	$10,000	$30,000	$190,000
Contract 11: Escalators & Elevators	$0	$0	$75,000	$75,000	$100,000	$100,000	$100,000	$100,000	$50,000	$0	$0	$0	$0	$70,000	$820,000
Contract 12: Special Equipment	$0	$30,735	$0	$0	$0	$0	$100,000	$150,000	$200,000	$300,000	$600,000	$600,000	$400,000	$249,460	$2,658,000
Contract 13: BEAR IND. - Fire Protection	$0		$50,000	$80,000	$75,000	$75,000	$75,000	$50,000	$10,000	$10,000	$10,000	$10,000	$10,000	$55,000	$560,000
Contract 14: Mechanical & Plumbing	$250,000	$250,000	$300,000	$300,000	$750,000	$650,000	$750,000	$500,000	$500,000	$450,000	$150,000	$150,000	$150,000	$650,000	$6,730,000
Contract 15: Refrigeration Equipment	$0	$0	$0	$0	$0	$0	$0	$100,000	$150,000	$100,000	$50,000	$25,000	$25,000	$55,000	$605,000
Contract 16: Electric	$100,000	$100,000	$150,000	$150,000	$150,000	$200,000	$200,000	$300,000	$400,000	$500,000	$450,000	$350,000	$350,000	$400,000	$4,100,000
Contract 17: Finish Sitework	$0	$0	$0	$0	$0	$100,000	$200,000	$200,000	$150,000	$150,000	$300,000	$400,000	$400,000	$250,000	$2,150,000
TOTAL TRADE CONTRACT COST	**$1,810,000**	**$2,710,735**	**$3,008,662**	**$2,750,762**	**$2,707,242**	**$2,568,590**	**$2,373,000**	**$1,931,000**	**$1,895,000**	**$1,929,000**	**$1,873,994**	**$1,660,000**	**$1,370,000**	**$3,510,661**	**$41,000,000**
ARCHITECTURAL DESIGN & ENG.	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,600	$41,200	$5,000,000
SOFT COSTS	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$208,300	$209,100	$5,000,000
CONTINGENCY	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$167,000	$159,000	$4,000,000
GENERAL CONDITIONS	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$57,500	$77,500	$1,400,000
CM REIMBURSABLE LABOR	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$58,300	$59,100	$1,400,000
CM FEE	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$84,100	$85,700	$2,200,000
COST ESCALLATION	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL CONSTRUCTION COST	**$2,426,800**	**$3,327,535**	**$3,625,462**	**$3,367,562**	**$3,324,042**	**$3,185,390**	**$2,989,800**	**$2,547,800**	**$2,511,800**	**$2,545,800**	**$2,490,794**	**$2,276,800**	**$1,986,800**	**$4,142,261**	$60,000,000
PERCENTAGE PER MONTH	**4.04%**	**5.55%**	**6.04%**	**5.61%**	**5.54%**	**5.31%**	**4.98%**	**4.25%**	**4.19%**	**4.24%**	**4.15%**	**3.79%**	**3.31%**	**6.90%**	
PERCENTAGE PER FISCAL YEAR												**57.70%**		**10.22%**	**100.00%**
															$6,500,000
		$9,000,000													**$16,000,000**
															$5,000,000
															$5,000,000
										$4,000,000					**$6,000,000**
			$20,000,000												**$20,000,000**
													$1,500,000		**$1,500,000**
	$3,821,845	**$9,494,310**	**$25,868,848**	**$22,501,286**	**$19,177,244**	**$15,991,854**	**$13,002,054**	**$10,454,254**	**$7,942,454**	**$9,396,654**	**$6,905,861**	**$4,629,061**	**$4,142,261**	**($0)**	

RESOLUTION

WHEREAS, the Delaware Civic Center is a sporting and entertainment arena which will benefit all residents of the State of Delaware; and

WHEREAS, the Delaware Civic Center will host the Delaware State University men's and women's athletics, support professional hockey, arena football, a venue for youth sports, high school tournaments and senior citizens championships; and

WHEREAS, the Delaware Civic Center will host trade shows, conventions, music concerts, comedy troupes, commencement ceremonies, and events related to tourism and hospitality which are the State of Delaware's fastest growing industries; and

WHEREAS, the Delaware Civic Center will serve as an economic development booster; supporting area businesses, restaurants and hotels; and

WHEREAS, the Delaware Civic Center will host big city events without the big city cost and the need to travel, and it will support family activities such as Ice Capades, the Circus, Disney on Ice, and The Wiggles; and

WHEREAS, the Delaware Civic Center is centrally located; providing easy access to residents of New Castle and Sussex County, as well as the nearby states of Maryland, Pennsylvania, and Virginia.

NOW, THEREFORE, BE IT RESOLVED that the Mayor and Council of the City of Dover, Delaware declare their support for the construction of the Delaware Civic Center arena as a viable entertainment venue for all residents of the State of Delaware.

BE IT FURTHER RESOLVED that this resolution be adopted this 23rd Day of April, 2007 and that the City Clerk is directed to place this Resolution in the permanent records of the City of Dover in recognition of the City's support for the Delaware Civic Center.

ADOPTED: *

STEPHEN R. SPEED
MAYOR

BEVERLY C. WILLIAMS
COUNCIL PRESIDENT

City Of Dover Council

Civic Center Feasibility Analysis Committee

Final Report

January 14, 2008


Jeff MacNelly's
Shoe
By Chris Cassatt
and Gary Brookins
EITHER I'VE GOT TO GET A NEW JACKET, OR YOU'VE GOT TO STOP OFFERING FREE REFILLS...
HUH?
FREE COFFEE REFILLS


ON THE WAY OVER HERE, THREE PEOPLE PUT MONEY IN MY MUG.
FREE COFFEE REFILLS


GIMME YOUR MONEY, PAL!


HOW DARE YOU, SIR!
4/3
marelly.com


I AM A UNITED STATES SENATOR!
WELL... IN THAT CASE...


GIMME MY MONEY, PAL!
GOSETT & BROOKINS

REPORT CONTENTS

- Executive Summary
- Final Report
- PowerPoint Presentation
- Exhibits
  - Documentation Supporting Report
- Addenda
  - Reports & Studies Of Consultants
  - Analyses By Consultants
  - ECHL Analyses By Committee

Contents

- Civic Center Committee
- Description & Funding Of DCCC
- Description Of Facility
- Proposed Financing Plan
- Consultant Projections
- Benefits & Beneficiaries
- Total Cost To The Taxpayers
- Recommendations
- Documentation

CIVIC CENTER FEASIBILITY ANALYSIS COMMITTEE

- Mike Ambruso
- Scott Brown
- Mike Gast
- Timothy Horne
- Linda Parkowski
- Gerry Records
- Victor Schimp
- Phil McGinnis, CHAIR

MISSION STATEMENT

- Per Council President Williams
  - "Deliver to City Council within six months, January 1, 2008, a feasibility analysis for the construction and operation of a civic center to be located in Kent County, including a recommendation for the City of Dover's fair share contribution towards the construction of the civic center, considering any contribution recommendation for the city's business community at large."

DUE DILIGENCE

- Delaware Civic Center Corporation ("DCCC")
- Delaware Civic Center Facility ("FACILITY")
- DCCC Consultants
- Delaware State University ("DSU")
- Delaware Department of Finance
- Comparable Facilities

DUE DILIGENCE

- Financial Request Of City Of Dover
- Expand Scope To Analyze Kent County Revenue Bond
- Review & Analyze Projections & Feasibility
- Make Recommendations

DCCC BOARD OF DIRECTORS

- State – Owned Corporation
  - The DCCC is “operated exclusively for charitable purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code, as amended”
  - Article 7 stipulates that the DCCC is a “membership corporation and shall not be authorized to issue any shares of capital stock”

DCCC BOARD OF DIRECTORS

- Pursuant to the provisions of 67 Del. L. Ch. 285 Section 20 (d)
  - five of the nine members of the board of directors shall be appointed or elected by the Governor of the State of Delaware
  - two directors shall be appointed or elected by the Mayor of the City of Dover, Delaware; and
  - two directors shall be appointed or elected by the President of Kent County Levy Court.

DELAWARE CIVIC CENTER

- CONSTRUCTION COSTS
  - BUDGET BUILDING COSTS
  - OFF – SITE INFRASTRUCTURE COSTS
  - LONG – TERM DEBT
- OPERATING PRO FORMA
  - SURPLUS
  - DEFICIT
  - POTENTIAL LIABILITY

DCCC

- Responsible For Any And All Operating Deficits
  - Representation Of Board President
  - Representation Of Department of Finance Representative
- Committee Was Unable To Obtain Written Verification

PROPOSED FACILITY

- 200,000 Square Feet Under Roof
- Seating
  - 9,000 Maximum Capacity
    - Floor Events
  - 8,000 Capacity
    - Basketball
  - 7,000 Capacity
    - Ice Hockey

PROPOSED FACILITY

- Premium Seating
  - 20 Luxury Box Suites
    - Available For All Events
  - 300 Premium Club Seats
    - Available For All Events
- 51.7 Acres Of Land
  - 11.7 Acres Owned By DCCC
    - K W Lands Property
    - Hyer Property
  - 40 Acres Frazier Pit Donated By City

PROPOSED FACILITY

- Location
  - Between Lowe's, Sam's, Sheraton, DSU
  - West Of Route 13
  - North Of Scarborough Road
- Infrastructure
  - Electrical
    - Substation Relocation Not Necessary
    - Relocate Overhead Lines For $560,000
  - Municipal Water
    - Adequate Capacity
    - No Additional Costs Associated With Facility
  - Sanitary Sewer
    - Capacity
    - Improvement Necessary Regardless Of Facility
    - Cost Not Part Of Facility Construction Budget

PROPOSED FACILITY

- Infrastructure (continued)
  - Roads
    - Service Road Connects Route 13 At Lowe's And Schwartz Motors
    - Continues Past Facility And Sam's
    - Splits At Wal-Mart And Continues To Scarborough Road
    - Turns East At Wal-Mart And Connects To Route 13 At Sheraton
    - Consultants Anticipate No Off – Site Road Improvements Required
- Type Of Facility
  - Civic Center
    - Attempts To Generate Revenue
    - Attempts To Generate Operating Surplus
    - May Not Generate Net Surplus
  - Convention Center
    - Not Expected To Generate Operating Surplus
    - Attempts To Generate Economic Impact For Community
    - Designed To Create Business Impact

PROPOSED FINANCING PLAN

- $60 - $65 Million Total
  - Excludes Off – Site Road Improvements If Required
  - Excludes Pre – Opening Expenses
  - Excludes Reserve For Operating Deficits
  - Excludes Bond Underwriting Costs
- 100 % Cost Coverage
  - No Long – Term Debt On The Facility's Books

PROPOSED FINANCING PLAN

- State Government
  - $22.5 Million
  - $ 6.5 Million Disbursed
  - $ 2.1 Million Invested In Land
- DSU
  - $ 6.0 Million
- City Of Dover
  - $5 Million
- Levy Court
  - $5 Million
  - $20 Million Revenue Bond
- Private Funding
  - $1.5 Million
  - Likely Absorbed By DSU

PROJECTED OPERATING RESULTS

- Revenue Sources
  - Rent
    - ECHL
    - DSU
    - Traveling Productions
  - Gate Receipts
    - Premium Seating
    - General Seating
    - Ticket Surcharge
    - Parking Surcharge
  - Marketing Revenue
    - Naming Rights
    - Advertising
  - Concessions & Novelties
  - Parking

PROJECTED OPERATING RESULTS

- C H Johnson Projections
  - Revenue $2.847 Million
    - ECHL 44 %
    - Del State Rental 8 %
    - Concerts/Family Shows 30 %
    - All Others 18 %
  - Johnson Projects By Type
    - Rent, Concessions, Etc
  - Committee Estimate By Event

PROJECTED OPERATING RESULTS

- Johnson Operating Surplus Estimate
  - With ECHL
    - $165,000 Year #1
    - $228,000 Year #2
    - $371,000 Year #3
    - $352,000 Year #4
    - $369,000 Year #5

PROJECTED OPERATING RESULTS

- Johnson Operating Deficit Estimate (July, 2007)
  - Without ECHL
    - ($222,000) Year #1
    - ($161,000) Year #2
    - ($ 63,000) Year #3
    - ($ 87,000) Year #4
    - ($ 90,000) Year #5

PROJECTED OPERATING RESULTS

- Global Spectrum Surplus Projection
  - Without ECHL (July 19, 2007)
    - Decrease $468,000

PROJECTED OPERATING RESULTS

- Committee Considerations & Analyses
  - ECHL Not Expected To Survive This Market
    - Johnson Projects Attendance Growth Of 20% Over First Five Years
    - Sovereign Bank In Trenton Trends Lower Annual Attendance
    - ECHL Franchise Turnover History
      - 52 Different Cities In 10 Years
      - 27 Failed Teams
      - 10 Failed Teams In Three Years Or Less

PROJECTED OPERATING RESULTS

- Committee Considerations & Analyses
  - Premium Seating
    - $30,000 Per 12 – Seat Luxury Suite Optimistic
    - $1,000 Each For 300 Club Suites Optimistic
  - $6 Parking For Most Events Optimistic
  - Operating Projections Deemed Optimistic

Beneficiaries

- Citizens
  - State
    - Public Asset
    - Central Location
  - County
    - Cultural Activities Venue Nearby
    - Employment Potential
    - Economic Development Vehicle
  - City
    - Cultural Activities Venue
    - Employment Potential
    - Economic Development Vehicle
    - Employer Recruiting Tool

Beneficiaries

- Retailers
  - Benefit Projected By Consultants
  - Minimal Effect
  - Facility Concessionaires Benefit More
- Restaurants
  - Benefit Projected By Consultants
  - Minimal Effect
  - Facility Concessionaires Benefit More
- Hotels
  - $1.2 Million Benefit Projected By Consultants
  - Most Attendees Would Be Local
  - Hotel Occupancy Tax Increase Exceeds Benefits

Beneficiaries

- Del State
  - Shared Construction Cost
  - Shared Maintenance Cost
  - Recruiting & Scheduling
- Alternative Location
  - DCCC Believes Facility Will Be Built Elsewhere In State If Not In Kent County
  - Would Result In Tax Without Proximity Benefit
  - DSU Would Construct Facility On Campus

TOTAL COST TO TAXPAYERS

- Operating Deficit Guaranteed By State Government
- City Of Dover Contribution Repayment
- Levy Court Revenue Bond Repayment

TOTAL COST TO TAXPAYERS

- CITY OF DOVER CONTRIBUTION REPAYMENT
  - Current City Property Taxes
    - $2.66 Billion Taxable Assessment
    - $0.33 Per $100 Of Assessed Value
  - Business Improvement District Proposal
    - Route 13 Corridor From Northern To Southern Limits
    - 294 Properties
    - $546.1 Million Taxable Assessment
    - $0.0865 Tax Increase, 26.2 % Increase

TOTAL COST TO TAXPAYERS

- CITY OF DOVER CONTRIBUTION REPAYMENT
  - Committee Proposal
    - Overall Property Tax Increase
    - All City Taxable Properties
    - $0.0177 Tax Increase, 5.4 % Increase
    - Spreads Cost To All Beneficiaries

TOTAL COST TO TAXPAYERS

- LEVY COURT REVENUE BOND REPAYMENT
  - $20 Million Revenue Bond, 20 Years
  - Kent County Hotel Occupancy Tax
  - $1.9 Million Revenue Required Year #1
  - No Ceiling On Tax Receipts
  - Many County Hotel Properties Are City Property Taxpayers As Well

TOTAL COST TO TAXPAYERS

- LEVY COURT REVENUE BOND REPAYMENT
  - Current Statewide Occupancy Tax 8 %
    - Five To State General Fund
    - One To DEDO Tourism
    - One To Sussex County Beach Replenishment
    - One To County Tourism Agencies, Weighted Split
  - Kent Rate Would Increase More Than 75 %
  - Kent Hotel Occupancy Tax Rate At 14+ %
  - New Castle & Sussex Hotel Occupancy Tax Rate Remains At 8 %

TOTAL COST TO TAXPAYERS

- LEVY COURT REVENUE BOND REPAYMENT
  - Johnson Projects 2.9 % Kent Tax Increase
  - Committee Recognizes Distinct Competitive Disadvantage
  - Committee Proposal
    - Statewide Hotel Occupancy Tax Increase
    - All Hotel Properties In State
    - 10.4 % Rate Increase To 8.83 % Occupancy Tax
    - Spreads Cost Over All Beneficiaries

Conclusions

- City of Dover
  - $5 Million Request Towards Construction
  - Results In Long – Term Debt
  - Some Economic Benefit From Facility
- Kent County
  - $25 Million Request Towards Construction
  - Results In Long – Term Debt
  - Includes Anti - Competitive Hotel Occupancy Tax Without Ceiling
  - Some Economic Benefit From Facility
- State of Delaware
  - Taxpayers invest $22.5 Million
  - Taxpayers Save With Economy Of Investment For DSU

Conclusions

- Facility Pro Forma Optimistic
  - Committee Expects Deficit
  - Committee Not Confident In ECHL
  - Committee Concerned By Potential For Deficit Liability Passed On To City
- No Facility Debt Service
  - Construction Costs Paid In Full
  - No Long – Term Debt Directly To Facility
  - Operating Deficit Could Be Long Term
- Creates Long – Term Debt For City & County
  - City Investment Repayment
  - County Investment Repayment
  - County Revenue Bond Repayment

Recommendations

- Facility Creates Statewide Beneficiaries
- Facility Also Creates Costs
- Costs Should Be Spread Over All Beneficiaries

Recommendations

- City of Dover Should Contribute Requested Amount
- City Should Have No Liability For Operating Deficits
  - City Should Require Written Guarantee
- City Should Employ City – Wide Property Tax Proposal
  - City Should Not Employ BID Property Tax Proposal
- Kent County Should Not Employ Kent Hotel Occupancy Tax
  - Incremental Cost Too High
  - Creates Competitive Disadvantage
- Levy Court (And City) Should Request Statewide Hotel Occupancy Tax

DOCUMENTATION

- Exhibits Support Final Report
- Addenda Includes Studies, Projections, Reports, And Analyses From Consultants And Committee

RE: Delaware Civic Center Proposal

Comments from Councilman Eugene Ruane

February 25, 2008

In its December 15, 2007 Final Report of Analysis and Recommendations concerning the proposed Delaware Civic Center, the Civic Center Feasibility Analysis Committee has proposed that the City of Dover raise its city-wide property tax by approximately 5.4 % to support a $5Million Dollar contribution to the construction of the facility.

Under this proposed property tax increase owners of both residential and commercial properties in Dover would have to pay an additional tax rate of approximately two(2)cents per $100 dollars of assessed valuation for the next twenty years to cover the debt service for a $5 Million dollar Bond that would have to be issued to acquire the cash needed for the proposed contribution.

I do not support this property tax increase nor any other proposal which would require owners of property in Dover to contribute to either the construction or the operating costs of this facility, whether in city-wide property taxes or through a Business Improvement District (BID) tax on businesses along the Route 13 corridor or through any other type of city taxation or city expenditures, such as the estimated $560,000 needed to pay for the re-routing of existing electrical lines.

I understand that the Committee's recommendation that the City of Dover contribute $5M dollars for the construction of the facility was made contingent on having "all other parties participate as recommended" and that a "written agreement be executed between the City and State government stipulating that the City shall bear no financial responsibility for the Facility or the Delaware Civic Center Corporation beyond its cash contribution to the construction of the facility"(Report, page 10).

I still will remain opposed to a city contribution even if these conditions are met.

While I agree that these conditions make sense if we accept the so called financial plan developed by paid consultants, I think the conditions create a kind of a “truth and dare” game between the State, Kent County and the City of Dover, with each government waiting to see what the other government will do.

I do not think we should play in this game which also includes an unrealistic expectation that a pledge from the State or anybody will somehow prevent the Delaware Civic Center Corporation from coming back to any and all of the contributing governments and seek operating subsidies to cover the expected “deficit”.

Moreover, I do not think the City should even acknowledge or accept in any way that the so called “financial plan” for funding the construction of this facility is based on equity among the recommended participants or some reasonable cost-benefit analysis in which all three governments participated.

The so called “financial plan” for the three levels of government cost-sharing is a product of an analysis done by consulting firms hired by the Delaware Civic Center Corporation (MZ Sports and C.H. Johnson Consulting (Section 2, pages 11-12, Summary of Prior Reports for the Delaware Civic Center , C.H.Johnson Consulting, July 2007).

The fundamental assumption of this analysis ands its only justification is that “arenas” like the one proposed do not repay the debt incurred in building the facility through the arena’s operations or from taxes on the arena itself or on the arena’s attendees or users. Rather, public revenue sources are used for theses expensive money-losing propositions.

Well, I for one, do not think Dover or even the County or the State should simply accept this premise by accepting the so called financial plan for covering the construction costs and eventually, even the deficit operations cost. None of these governments should fall into the trap of using public revenue to support these projects based on over-estimated performance and underestimated costs analyses done by paid consultants.

So, let’s reject this financial plan and the latest recommendations made to support it and notify the State, the County and the Civic Center Corporation that Dover does not intend to participate beyond the $10M dollar land donation which it has already made.

DELAWARE STATE UNIVERSITY

OFFICE OF THE GENERAL COUNSEL

August 11, 2015

RECEIVED
AUG 17 2015
OFFICE OF THE CITY CLERK

Tim Slavin
Councilman – at – Large
Dover City Council
P.O. Box 475
Dover, DE 19903

RE: Transfer of Real Property from Delaware Civic Center Corporation to Delaware State University

Dear Councilman Slavin,

Thank you for meeting with representatives of Delaware State University ("DSU") regarding the transfer of certain real property from the Delaware Civic Center Corporation ("DCCC") to DSU. With this letter DSU requests that this matter be brought before the Dover City Council at its earliest convenience.

BACKGROUND

The DCCC was formed to study and possibly build a new Civic Center in Kent County for a variety of public and private events. In 2001 the DCCC secured title to approximately fifty (50) acres of land off of Route 13 in the City of Dover which was intended to be the site of the Civic Center.

The 50 acres consisted of three parcels: approximately 41.5 acres donated by the City of Dover (a copy of the Deed is attached); 1.866 acres donated by the Hyer family; and 6.3403 acres donated by K.W. Lands, LLC. The land was donated exclusively for the construction of a Civic Center by the DCCC. The deeds from the City of Dover and K.W. Lands, LLC contained reversionary language, reflecting that if the Civic Center was not built, the land given by these two donors would revert to the City of Dover and K.W Lands, respectively.

The DCCC did not proceed with the Civic Center project. However, DSU has now agreed to take over this plan and seeks to build a Convocation Center for use by DSU, as well as public and private users.

DSU had a feasibility study done (a copy of which you have) which showed that such a building would be heavily used by the University and the community. The study also shared that the Center would provide significant employment opportunities both during the construction phase and as a permanent, operating event venue.

Delaware State University is an equal opportunity employer and does not discriminate because of race, creed, national or ethnic origin, sex or disability.

THE REQUEST

DSU needs to obtain title to the real property given the DCCC for the Civic Center, as the intended location for that Center remains the most desirable location for the planned Convocation Center. The DCCC board of directors has been resuscitated (the DCCC lapsed once the Civic Center project was abandoned) and is willing to transfer title to the property to DSU.

To accomplish this, however, the City of Dover must agree to the transfer and waive its reversionary interest in the property. DSU is preparing the necessary agreement, and will provide it to you as soon as it is ready. DSU is actually preparing two versions so that City Council can approve whichever version is most appropriate:

1. One version will simply waive the reversionary interest and consent to transfer of the title to DSU.
2. The alternative version will agree to the title transfer, but will restate the original reversionary interest so that the City may demand that DSU transfer the property back to the City if the Convocation Center is not commenced within ten years.

DSU appreciates your willingness to bring this matter to the attention of City Council. DSU would be pleased to make a formal presentation of its request to City Council and/or any Council committee considering the matter if you believe that would be helpful. In addition, please do not hesitate to contact the undersigned if any additional information is required.

Very truly yours,

Thomas P. Preston
General Counsel

TPP:ccr

Cc: Mayor Robin Christiansen
William W. Pepper, Sr., Esq.
Dr. Harry L. Williams
Dr. Teresa Hardee
Lawrence Lewis, Esq.
David K. Sheppard, Esq.

Attachment

D 449PG122 23155

Tax Parcel # ED-05-057.00-01-04.00-000 (part of)

Prepared by Schmittinger & Rodriguez
414 S. State Street
Dover, Delaware 19901

THIS DEED, made this 17th day of December, 2001

BETWEEN The City of Dover, a Municipal Corporation of The State of Delaware, party of the first part

and

Delaware Civic Center Corporation, a Delaware Corporation, party of the second part

WITNESSETH, that the said party of the first part in and for the consideration of the sum of One Dollar ($1.00) lawful money of the United States of America, the receipt whereof is hereby acknowledged, hereby grants and conveys unto the said party of the second part, its successors and assigns

ALL that certain lot, piece or parcel of land with the improvements thereon erected situated in the City of Dover, East Dover Hundred, Kent County and State of Delaware, said lot lying on the southwesterly side of Crawford Carroll Avenue, a short distance southeast of KW Boulevard, across from the southwesterly end of West Rustic Lane, being bounded on the northeast by the said Crawford Carroll Avenue, by lands now or formerly of Sam's Club Real Estate Business, by lands now or formerly of KW Lands, and by lands now or formerly of Lowe's Home Centers, Inc., on the southeast by said lands of Lowe's Home Centers, Inc., and by lands now or formerly of the State of Delaware (Delaware State University), on the southwest by the Fork Branch, being a prong or a branch of the headwaters of the St. Jones River, on the northwest by lands now or formerly of the State of Delaware (Delaware Technical Community College) and by other lands now or formerly of the Delaware Civic Center Corporation, and being more particularly bounded and described in accordance with a recent survey by Scott Engineerinng, Inc., Consulting Engineers and Surveyors, dated July 10, 2001, as follows, to wit:

BEGINNING at a point located on the southwesterly right of way line of Crawford Carroll Avenue (varying width) at a corner for this parcel and lands now or formerly of Lowe's Home Centers, Inc., said point being further located the following eight (8) courses as measured along the southeasterly right of way line of West Rustic Lane from a capped iron pipe found at the intersection of the said southeasterly line of West Rustic Lane (varying width) with the southwesterly right of way line of U.S. Route #13 (142 feet wide): ((1) North 84 degrees 37 minutes 12 seconds West 35.19 feet to a found brass marker; thence (2) along a curve to the left having a radius of 969.00 feet, a chord bearing of South 55 degrees 29 minutes 04 seconds West and a chord length of 148.71 feet, an arc length of 148.85 feet to a found brass market; thence (3) South 51 degrees 05 minutes 01 seconds West 313.41 feet to a brass marker found at a break in the right of way; thence (4) South 49 degrees 57 minutes 08 seconds West 305.79 feet to a found brass marker with steel nail; thence (5) along a curve to the right having a radius of 525.00 feet, a chord bearing of South 54 degrees 12 minutes 29 seconds West and a chord length of 77.92 feet, an arc length of 78.00 feet to a brass marker found at the northerly

$ I/E Delaware
Realty Transfer Tax Paid
1.5% 2.0% Received by DM

end of a daylight corner joining the said southeasterly line of West Rustic Lane with the northeasterly line of Crawford Carroll Avenue; thence (6) with said daylight corner South 11 degrees 31 minutes 29 seconds West 65.60 feet to concrete monument found in the northeasterly line of said Crawford Carroll Avenue; thence (7) crossing said Crawford Carroll Avenue at right angles thereto South 50 degrees 00 minutes 00 seconds West 70.00 feet to a point on the southwesterly line of Crawford Carroll Avenue; thence (8) with the said southwesterly line of Crawford Carroll Avenue North 40 degrees 00 minutes 00 seconds West 70.33 feet to the place of beginning; thence from the said point of beginning running with the line for lands of Lowe's Home Centers, Inc. South 50 degrees 15 minutes 07 seconds West 310.49 feet to a point at a corner for this parcel and said lands of Lowe's Home Centers, Inc.; thence continuing with the same South 39 degrees 44 minutes 53 seconds East 207.66 feet to a point in line for lands of the State of Delaware (Delaware State University) at a corner for this parcel and said lands of Lowe's Home Centers, Inc., said point being further located North 10 degrees 12 minutes 57 seconds West 2.69 feet from a found concrete monument; thence running with the line for lands of the said State of Delaware South 49 degrees 55 minutes 00 seconds West passing over a found field stone at 1,469.38 feet, a total distance of 1,751.33 feet to a point more or less in the center of the fork Branch at a corner for this parcel and lands of the said State of Delaware, thence running in a northwesterly direction with the center of said Fork Branch and its various meanderings, the following seven (7) courses: (1) North 22 degrees 26 minutes 03 seconds West 429.59 feet to a point; thence (2) North 17 degrees 07 minutes 44 seconds West 557.15 feet to a point; thence (3) North 12 degrees 51 minutes 09 seconds East 128.67 feet to a point; thence (4) North 39 degrees 09 minutes 46 seconds West 110.16 feet to a point; thence (5) North 71 degrees 58 minutes 41 seconds West 105.05 feet to a point; thence (6) North 47 degrees 08 minutes 29 seconds West 128.12 feet to a point; thence (7) North 61 degrees 07 minutes 51 seconds West 137.17 feet to a point at a corner for this parcel and lands now or formerly of the State of Delaware (Delaware Technical Community College); thence with the line for lands of said State of Delaware North 34 degrees 48 minutes 58 seconds East 892.94 feet to a point at a corner for this parcel and lands now or formerly of Sam's Club Real Estate Business Trust; thence running in part with the line for lands of said Sam's Club Real Estate Business Trust and in part with lands now or formerly of KW Lands South 39 degrees 44 minutes 53 seconds East 1200.00 feet to a point at a corner for this parcel and lands of said KW Lands; thence continuing in part with said lands of KW Lands and running in part with other lands now or formerly of the Delaware Civic Center Corporation North 50 degrees 15 minutes 07 seconds East 705.42 feet to a point in the southwesterly line of Crawford Avenue at a corner for this parcel and said other lands of the Delaware Civic Center Corporation; thence running with the said southwesterly line of Crawford Avenue South 19 degrees 28 minutes 54 seconds East 6.84 feet to a point at a break in said right of way; thence continuing with the same South 40 degrees 00 minutes 00 seconds East 13.58 feet to a point, the place of beginning. Containing within the above described metes and bounds 41.5898 acres of land, be the same more or less.

EXCEPTING OUT AND RESERVING therefrom lands to be retained by the party of the first part, as follows, to wit:

ALL that certain lot, piece or parcel of land with the improvements thereon erected situated in the City of Dover, East Dover Hundred, Kent County and State of Delaware, said lot lying southwest of, but not adjacent to, Crawford Carroll Avenue, being bounded on the northeast by lands now or formerly of Lowe's Home Centers, Inc., on the southeast by lands now or formerly of the State of Delaware (Delaware State University) and on the southwest and

northwest by lands being conveyed to the party of the second part herein:

BEGINNING at a point at a corner for this parcel and lands now or formerly of Lowe's Home Centers, Inc., said point being located the following three (3) courses from a concrete monument found at the southerly end of a daylight corner joining the southeasterly line of West Rustic Lane (varying width) with the northeasterly line of Crawford Carroll Avenue (70.00 feet wide): (1) South 50 degrees 00 minutes 00 seconds West 70.00 feet to a point on the southwesterly line of Crawford Carroll Avenue; thence (2) North 40 degrees 00 minutes 00 seconds West 70.33 feet to a point at a corner for lands now or formerly of Lowe's Home Centers, Inc., thence (3) running with the line for lands of said Lowe's Home Centers, Inc. South 50 degrees 15 minutes 07 seconds West 310.49 feet to the place of beginning; thence from the said point of beginning running with the line for lands now or formerly of Lowe's Home Centers, Inc., South 39 degrees 44 minutes 53 seconds East 207.66 feet to a point in line for lands now or formerly of the State of Delaware (Delaware State University) at a corner for this parcel and said lands of Lowe's Home Centers, Inc., said point being further located North 10 degrees 12 minutes 57 seconds West 2.69 feet from a found concrete monument; thence running with the line for lands of the State of Delaware South 49 degrees 55 minutes 00 seconds West 298.78 feet to a point; thence running with a new division line hereby created separating these lands from the lands of the party of the second part, the following two (2) courses: (1) North 40 degrees 05 minutes 00 seconds West 209.41 feet to a point; thence (2) North 50 degrees 15 minutes 07 seconds East 300.00 feet to a point, the place of beginning. Containing within the above described metes and bounds 1.4333 acres of land, be the same more or less.

BEING the same land conveyed unto the party of the first part by deed of M. A. Frazier, Inc., dated December 28, 1973 and recorded in the office of the Recorder of Deeds in and for Kent County in Deed Record Book Z, Volume 28, Page 347.

The above lands and premises are conveyed subject to covenants, conditions and restrictions of record, if any; such state of facts as an accurate survey and/or inspection of the lands and premises will disclose; the operation and effect of any zoning laws, and building restrictions imposed by public authority; and easements and public utility grants of record.

In the event construction of a civic center project is not commenced on the above described property within ten (10) years of the date of the recording of this deed, the party of the first part shall have the right to compel the party of the second part, its successors and/or assigns, to tranfer title to the above described property back to the party of the first part for the sum of Ten Dollars ($10.00).

SUBJECT to the restrictions, easements, conditions of record as set forth in that Declaration of Restrictions by The City of Dover dated September 14, 2001 and recorded as aforesaid in Deed Record Book 437, Page 345.

IN WITNESS WHEREOF, the said City of Dover has hereunto caused its name by James L. Hutchison, its Mayor, to be hereunto set, and the common and corporate seal of the said corporation to be hereunto affixed, duly attested by its City Clerk, the day and year aforesaid.

Sealed and delivered
in the presence of

CITY OF DOVER
REALTY TRANSFER TAX
PAID DEC 13 2001 PAID
$ EXEMPT

The City of Dover

By: James L. Hutchison (SEAL)
James L. Hutchison, Mayor

Attest: Janice C. Greco (SEAL)
Janice C. Greco, Clerk

STATE OF Delaware, County of Kent:

BE IT REMEMBERED, that on this 11th day of December, 2001 personally came before me, the subscriber, a Notary Public in and for the State and County aforesaid, James L. Hutchison, Mayor of the City of Dover, a municipal corporation existing under the laws of the State of Delaware, party to this Indenture, known to me personally to be such and acknowledged this Indenture to be the act and deed of the said corporation, that the signature of the Mayor thereto is in his own proper handwriting and the seal affixed is the common and corporate seal of said corporation and delivering said Indenture was duly authorized by the City Council of the City of Dover.

GIVEN under my hand and seal the day and year aforesaid.

Traci A. McDowell
Notary Public:
Commission Expiration:
Printed Name:

TRACI A. MODOWELL
NOTARY PUBLIC
STATE OF DELAWARE
COMMISSION EXPIRES 6/8/2004

STATE DOCUMENT
FEE PAID
DEC 13 1 36 PM '01
RECORDED BY
R.M. WARNER, JR.
RECORDER OF DEEDS
KENT CO DELAWARE

EXHIBIT #9
History of Civic Center/Frazier Pit Property

ATTACHMENT #1
Legislative, Finance, and Administration Committee Meeting of 08/24/2015

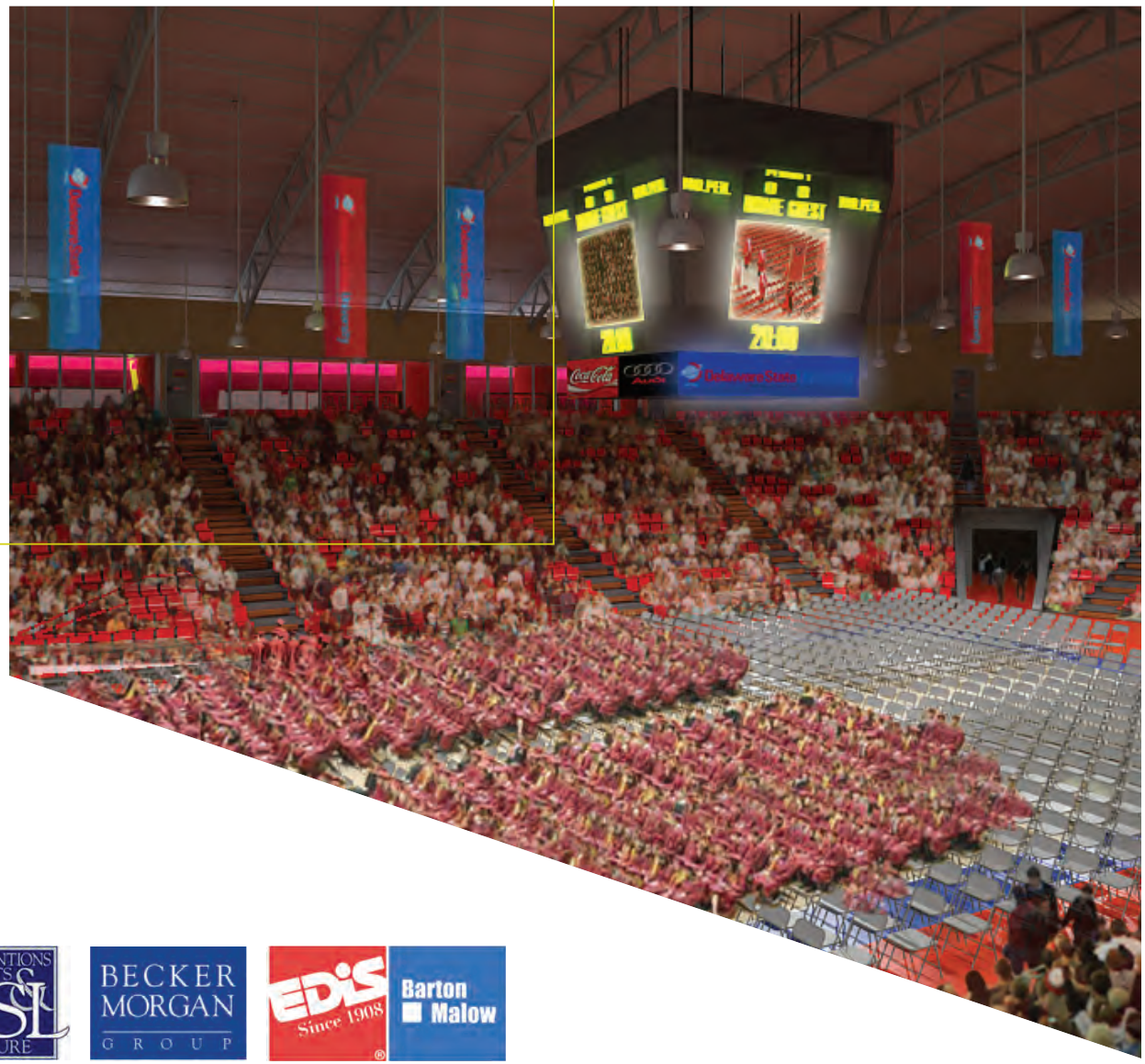
ATTACHMENT #4
Council Committee of the Whole Meeting of 04/26/2016

Delaware State University Convocation Center

Final Report

Delaware State University
Dover, Delaware

May 2014



HOLZMAN MOSS BOTTINO ARCHITECTURE
ForeSite
CONVENTIONS SPORTS & LEISURE
BECKER MORGAN GROUP
EDIS Since 1908
Barton Malow

Participants

Representatives from Delaware State University (DSU), the State of Delaware, Kent County, the City of Dover and the Greater Kent Committee, came together to participate in a series of workshops and conference calls to brainstorm and provide feedback on the Delaware Convocation Center project. We thank all participants for their assistance with furthering the project.

Steering Committee

Senator Colin Bonini, State Senator, 16th District
Senator Brian Bushweller, State Senator, 17th District
Rep. Darryl Scott, State Representative, 31st District
Mayor Carleton Carey, Mayor, City of Dover
Mr. Bill Neaton, Economic Development Manager, City of Dover
Mr. James Waddington, Director – Economic Partnership, Kent County Levy Court
Ms. Judy Diogo, President, Central Delaware Chamber of Commerce
Ms. Shelly Cecchett, Executive Director, Greater Kent Committee
Mr. Bill Strickland, Past President, Greater Kent Committee
Mr. Stuart Outten, Former Chair, Delaware Civic Center Corporation
Ms. Carolyn Curry*, Chief of Staff and VP for Institutional Advancement, DSU
Dr. Amir Mohammadi*, University Treasurer, DSU
Dr. Alton Thompson, Provost & VP for Academic Affairs, DSU
Dr. Teresa Hardee, VP for Finance, DSU
Mr. Victor Santos, Government Relations, DSU

Project Team:

Holzman Moss Bottino Architecture

Douglas Moss, AIA, LEED BD+C
Patty Chen, AIA, LEED AP

ForeSite Facility Planners

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CONTENTS



Introduction 1
- Overview
- Process
- Mission, Mandates and Major Assumptions

Understanding the Market 5
- Methodology
- Market Characteristics

Recommendations 9
- Public-Private Partnership
- Phasing
- Building Program
- Site Options
- Cost

Projected Impact 21
- Events and Attendance
- Financial Operations
- Economic Impacts
- Funding Analysis
- Management Options



Project Objectives

Through visioning sessions with the Steering Committee, the following list of priorities for the project was established:

- *Create an academic building that supports DSU's pedagogical mission*
- *Envision DSU facility for shared use by the entire state of Delaware*
- *Establish indoor venue for DSU convocation and graduation*
- *Develop premier facility for men's and women's NCAA basketball*
- *Create multi-use facility for large assemblies, conferences, trade shows, entertainment and athletic events*
- *Assess market to estimate users, uses and financial viability*
- *Establish strategies to achieve annual financial break-even*
- *Create engine to enhance economic development (job creation and tourism)*
- *Promote active partnerships with DSU, State of Delaware, Kent County, City of Dover, and school districts*
- *Provide a premier facility through design excellence*

Introduction



Project Overview

The desire to embark on a feasibility study for the Delaware Convocation Center arises from the myriad needs of Delaware State University, the City of Dover, Kent County and the state of Delaware for an assembly and event space. The convocation center, a place to hold graduation ceremonies on a twice yearly basis, is a much-needed gathering space for the university and the residents of the surrounding region.

Capitalizing upon the potential synergies of a joint project between town and gown, the study investigates the viability of a convocation center and its impact upon the region. Reviewing current market conditions and trends, existing facilities, surveys and interviews with prospective stakeholders and users, the study presents a holistic and conservative assessment of the project's feasibility.

In conjunction with the data and information compiled, the study also takes a preliminary look into the size and usage of a facility that would be suitable for the Dover area market. The hypothetical facility allows the team to get further feedback about its appropriateness to the community, usability, cost and economic impact on the region, in addition to exploring ways of accommodating both the university's and community's programming and space needs.

Existing Conditions and Needs

It is vital for DSU to have a convocation center. The lack of an appropriate large-scale indoor location for commencement activities has resulted in the implementation of last-minute alternative arrangements due to inclement weather. In 2009, attendees sat in the rain throughout the graduation ceremony with many having to leave due to the downpour. In 2010 and 2011, the graduating class was split into three smaller groups and separate ceremonies were carried out indoors. Neither option is an ideal way to celebrate the graduates and their families on the day that caps the students' college career, a day which should be the source of many proud, happy memories.



In 2009, rain impeded the commencement ceremony, dampening the spirits of the graduates and their families. The lack of an indoor venue that could accommodate all the participants was sorely felt.

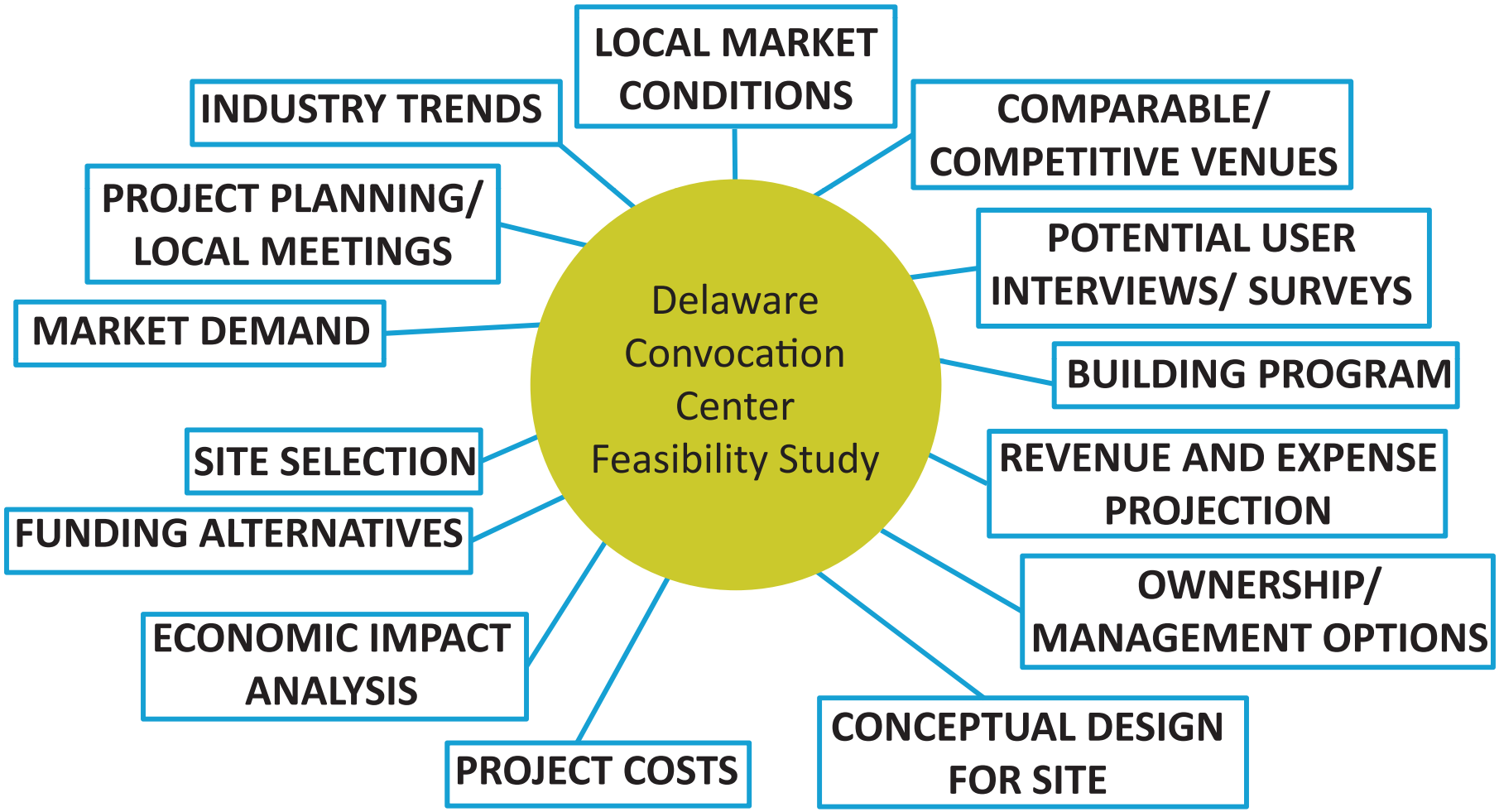


Process

Bringing together a multi-disciplinary team, Holzman Moss Bottino Architecture was commissioned to undertake this study in April 2013. The scope of work included assessment of the market conditions, investigating potential sites, establishing a preliminary program and construction cost, analysis of financial and economic operations, examination of funding options and assessment of ownership and management options.

To address the range of issues, the team includes experts from fields such as market and financial planning (CSL International), space planning (ForeSite Facility Planners), civil/ traffic/ site analysis (Becker Morgan Group) and cost estimating/ scheduling (EDIS-Barton Malow joint venture).

Over a period of nine months, the team undertook numerous surveys and interviews with members of the community, key potential stakeholders and users, in addition to market research. The team made periodic presentations to the Steering Committee to keep them apprised of our findings, while providing various options for the proposed facility in order to fine-tune our recommendations. Members of the committee included state senators, state representatives, representatives from the City of Dover, representatives from Delaware State University, members of the Greater Kent Committee, Central Delaware Chamber of Commerce and many others.



To achieve an in-depth understanding of the multiple factors affecting the viability of the proposed convocation center, the team embarked on a scope of work, as represented in the diagram above, to look at the project in a holistic and comprehensive manner. The methodology allowed the team and the Steering Committee to analyze the social, financial and economic impacts related to the project throughout its life.

Understanding the Market

"This area needs a large arena to attract big name, revenue-generating events and entertainment. Currently residents have to travel 1½ hours in any direction to get access to cultural and entertainment events of significant caliber. This is long overdue." - comment by survey respondent

Methodology

In planning the development of the proposed Delaware Convocation Center, it is important to solicit feedback from potential facility patrons and stakeholders. Interviews were conducted with more than160 organizations and stakeholders including Delaware State University; City, County and State officials; local/regional business community; spectator event promoters; state/regional convention planners; other higher education campuses; regional K-12 schools; and regional hospitality industry leaders.

A comprehensive survey was also distributed via email to the Dover/Kent County-area business community as well as university students, faculty/staff, alumni and donors and other area residents. More than 300 surveys were completed, providing important insight into the following:

- History of attendance at other event and assembly facilities in Dover and the surrounding region;
- Interest level in attending various types of events/programming at the proposed Delaware Convocation Center;
- Current relationship with Delaware State University and the local/regional community;
- Opinions on the convocation center's potential impact on the community and its residents;
- Level of support for and overall attitude toward the convocation center project;
- Level of support for various potential project funding sources;
- Local meeting and event/meeting space needs;
- Interest in using event/meeting space at the proposed Delaware Convocation Center; and,
- Interest in priority/premium seating options and potential naming and sponsorship opportunities that could be offered at the proposed Delaware Convocation Center.

The interviews and surveys identified a variety of needs not met by existing event venues, ascertained moderate demand for concerts, family and sporting events, determined a strong level of interest from state organizations, and brought to light robust support for a public-private partnership. Of vital importance, more than 90% of the survey respondents exhibited a positive attitude towards the project.

Market Characteristics

Market attributes such as local and regional market demographic characteristics, transportation access and competitive entertainment establishments in the local and regional market provide key indicators of the potential demand for the proposed Delaware Convocation Center.

The following is a summary of the key findings of the analysis of market characteristics.

- The Dover metropolitan area is home to approximately 168,000 residents. (Fig. 1) The proposed Delaware Convocation Center will have the potential to draw attendees from throughout the Delmarva region, which has a population of approximately 1.4 million, and on a more limited basis from the western shore of Maryland, southern New Jersey and southeastern Pennsylvania.

- Dover's lack of commercial air service or proximity to the I-95 corridor may impact the proposed Delaware Convocation Center's ability to attract regional conventions and certain touring entertainment events. However, the Dover market's strong highway linkages to points throughout the Delmarva Peninsula, along with its relatively central location within that region, make Dover well positioned to capture event delegates and attendees from throughout the immediate region. (Fig. 2)

- The availability of abundant, moderately priced hotel rooms in Dover could be a significant advantage in drawing conferences, sports tournaments and other such events to the proposed Delaware Convocation Center. The ability to attract these events could help increase demand for hotels, providing a needed boost to the local hotel industry.

MARKET DEMOGRAPHICS

	Dover CBSA/ Kent County [1]	State of Delaware	Delmarva Peninsula	U.S. Totals
Population				
1990	110,993	666,168	1,054,701	281,421,900
2000	126,698	783,598	1,230,899	308,745,500
2013	167,786	917,761	1,416,519	314,861,800
2018	176,439	951,813	1,459,893	325,322,300
CAGR 1990-2013	1.8%	1.4%	1.3%	0.5%
CAGR 2013-2018	1.0%	0.7%	0.6%	0.7%
Age				
Median age	36.7	39.0	39.8	37.5
Under 18	25%	23%	22%	24%
18 to 34	23%	22%	22%	23%
35 to 54	26%	27%	26%	27%
55 & Over	26%	28%	29%	26%
Household Income				
Average HH Income	$64,987	$74,471	$73,306	$49,300
Less than $25,000	21%	20%	21%	25%
$25,000 to $50,000	25%	24%	24%	25%
$50,000 to $75,000	22%	20%	20%	18%
$75,000 to $100,000	16%	13%	13%	12%
$100,000+	17%	23%	22%	19%
Corporate Inventory				
Total Corporate Base	6,276	39,064	62,961	17,186,500
By Number of Employees:				
20+ Employees	708	4,345	6,735	16,108,600
50+ Employees	318	2,003	2,988	571,100
100+ Employees	138	1,004	1,432	221,800

(1) The Dover CBSA (metro area) is defined as Kent County.
Note: CAGR = Compound Annual Growth Rate
Source: Claritas; Hoovers.

Fig. 1 This table provides some statistics about the population in the Delmarva region with regard to size, age and income.

DRIVING DISTANCE FROM REGIONAL MARKETS

CBSA	Distance (miles)	Drive Time	Market Population
Delmarva Markets [1]			
Dover, DE	N/A	N/A	167,786
Philadelphia et al, PA-NJ-DE-MD [2]	35	40 min	6,022,170
Sussex County, DE	37	49 min	204,064
Easton, MD	47	1.2 hrs	38,299
Salisbury, MD	57	1.3 hrs	125,862
Cambridge, MD	63	1.4 hrs	32,655
Ocean Pines, MD	63	1.3 hrs	51,560
Markets Beyond Delmarva within 4-Hour Drive [3]			
Vineland-Millville-Bridgeton, NJ	88	1.7 hrs	157,262
Pottsville, PA	90	2.0 hrs	146,513
Washington et al, DC-VA-MD-WV	96	2.0 hrs	5,828,935
Lancaster, PA	100	2.0 hrs	528,329
Baltimore-Towson, MD	106	1.8 hrs	2,750,201
Reading, PA	106	2.0 hrs	414,193
Trenton-Ewing, NJ	112	2.0 hrs	367,555
York-Hanover, PA	119	2.5 hrs	438,713
Lexington Park, MD	127	2.8 hrs	110,231
Harrisburg-Carlisle, PA	128	2.7 hrs	556,770
Allentown-Bethlehem et al, PA-NJ	129	1.2 hrs	829,018
Atlantic City-Hammonton, NJ	131	2.2 hrs	273,951
Lebanon, PA	131	2.5 hrs	135,132
Ocean City, NJ	133	2.3 hrs	95,762
Hagerstown-Martinsburg, MD-WV	157	2.8 hrs	274,182
Gettysburg, PA	157	2.8 hrs	101,422
New York et al, NY-NJ-PA	165	2.8 hrs	19,149,591
East Stroudsburg, PA	170	3.0 hrs	169,846
Winchester, VA-WV	171	3.3 hrs	130,915
Scranton--Wilkes-Barre, PA	176	3.0 hrs	562,468
Chambersburg, PA	185	3.3 hrs	152,179
Virginia Beach et al, VA-NC	192	4.0 hrs	1,695,181
Bridgeport-Stamford-Norwalk, CT	204	3.3 hrs	936,341
Richmond, VA	204	3.5 hrs	1,284,147
Cumberland, MD-WV	221	3.8 hrs	102,346
Harrisonburg, VA	228	4.0 hrs	128,939

(1) Includes all CBSA's located on the Delmarva Peninsula
(2) The Philadelphia CBSA includes New Castle County, which is located on the Delmarva Peninsula.
(3) Includes CBSA's with a population of at least 100,000 within a 4-hour drive of Dover.
Source: Google Maps, Claritas.

Fig. 2 This table shows the distance and length of time it would take to drive to Dover from surrounding cities.

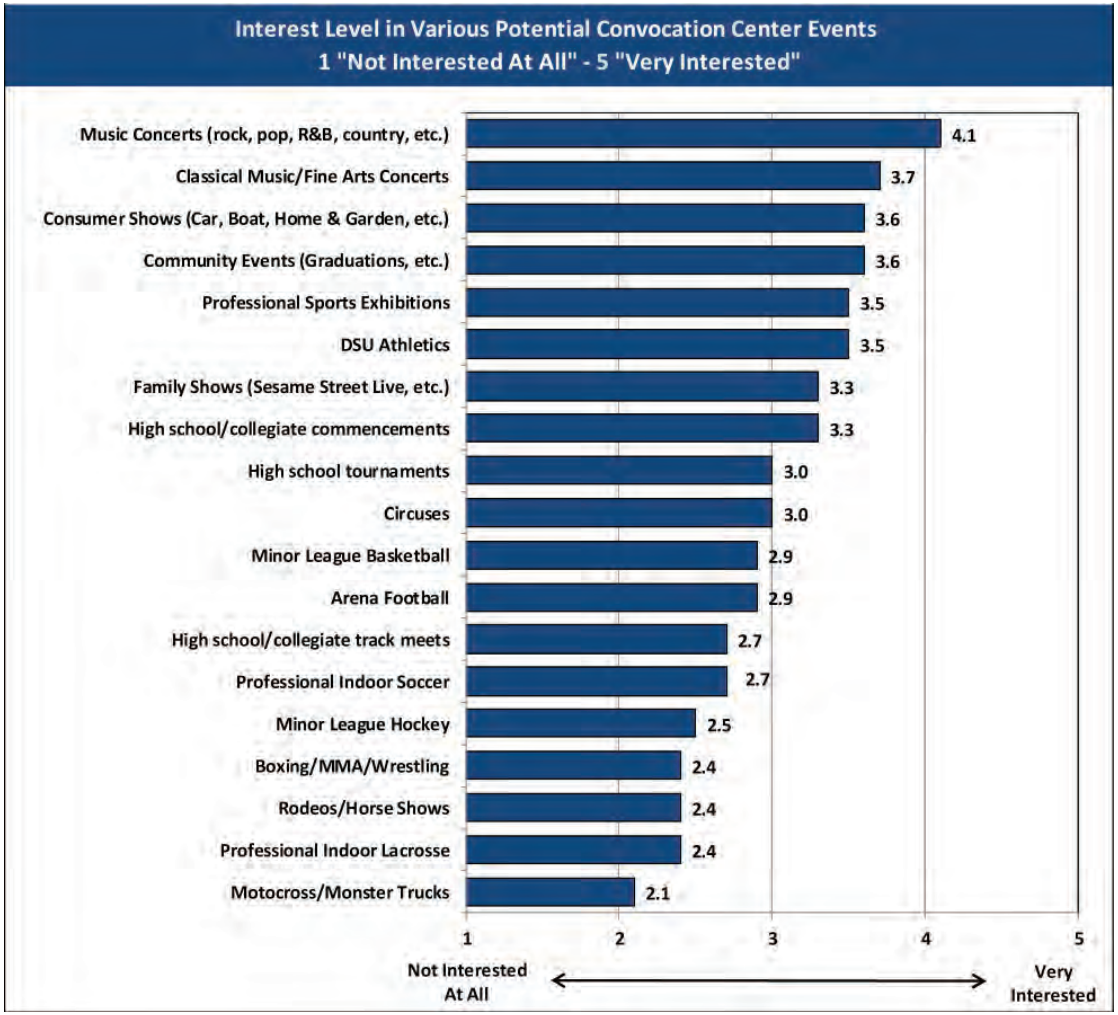


Fig. 3. This chart summarizes the levels of interest from survey respondents for various events that could occur in the proposed convocation center

- The City of Dover is not home to an indoor entertainment venue with a seating capacity greater than 2,500 seats and offers limited exhibition space, providing the proposed Delaware Convocation Center with potential untapped event opportunities. However, the facility could face competition from regional facilities such as the Chase Center in Wilmington, the Bob Carpenter Center at the University of Delaware in Newark for certain regional events.



Conceptual Rendering of Graduation Ceremony

The architect's conceptual rendering for the convocation center (a specific design has not been created) shows the arena accommodating a graduation ceremony with 1,200 graduates on the event floor and an audience of 3,600 people in the seating bowl. The arena's seating configuration is flexible, allowing it to be used for a variety of events such as concerts, trade shows, sporting events, and many others.

Recommendations

"This project would be great for Delaware State University. We will have revenues for the University and the city of Dover." - comment by survey respondent

Public-Private Partnership

Many facilities around the country that are similar to the Delaware Convocation Center are based on public-private partnerships. Not surprisingly, survey results show that approximately 88% of the respondents support a public-private partnership for the Delaware Convocation Center. This strategy ensures that the convocation center can become an asset to the university, central and southern Delaware, and the city, providing much-needed event space for various constituents, maximizing the building's utilization rate and enhancing the relationship between the academic and civic communities.

As a DSU facility with an interest in varied community and regional uses, the building program reflects the needs of diverse constituents in its listing of spaces. Anticipated activities include a mix of academic, spectator, athletic convention, conference and meeting events. The program provides the opportunity for multiple uses of the same space.

Consideration has been given to zoning the building to ensure ease of access by both the public and university students, faculty and staff. Much thought has also been given to the successful sharing of multipurpose spaces between the various entities. Conscientious scheduling of spaces will be critical to maintaining the smooth operations of the building.

Building Program

The key components of the program consist of the academic spaces of the Health and Wellness Institute, the event floor of the arena, fixed and flexible bowl seating, visitor support spaces, support spaces for the athletic teams, administration spaces and building support spaces.

The arena's event floor accommodates a variety of fields-of-play and retractable seats allow for greater flexibility. In convocation or commencement settings, an additional 1,200 loose seats can be placed on the event floor.

Academic Program

The Academic Health and Wellness Institute is a fast-growing academic program at DSU, which is sorely in need of additional space. Classroom spaces can double as meeting and ballroom spaces, and can cater to the convention and conferencing events that the facility hopes to attract.

Phasing

"Right-sizing" the facility is critical to ensuring its success. Currently, there are no facilities in Dover that seat more than 2,500 patrons for events. Based on industry trends, analysis of market characteristics and responses from stakeholder interviews, a facility with a capacity ranging from 4,300 to 6,000 would be ideal to meet the concert, family show, sport event and convocation needs of the city and university.

Keeping in mind the twin considerations of what the market can support and budget constraints, which influence the size of the proposed project, the proposal puts forth the idea of a phased project. The first phase would allow for the development of a 3,600 seat facility (4,800 seats at graduation) with the possibility of expansion to meet increased market demand, if funding permits it. All the academic, meeting and breakout spaces will be built in Phase 1 to allow the Health and Wellness Institute to be fully functional from the first day. It is also vital to note that some of these spaces provide opportunities for rental income.

Phase 2 represents an increase in the number of seats in the bowl, resulting in a total of 4,800 seats (6,000 seats at graduation), a proportional increase in visitor support spaces, and some building support and storage spaces. The enlarged seating bowl presents the ability to attract larger roadshows, better publicized concerts and more tradeshows.

Retractable Seating

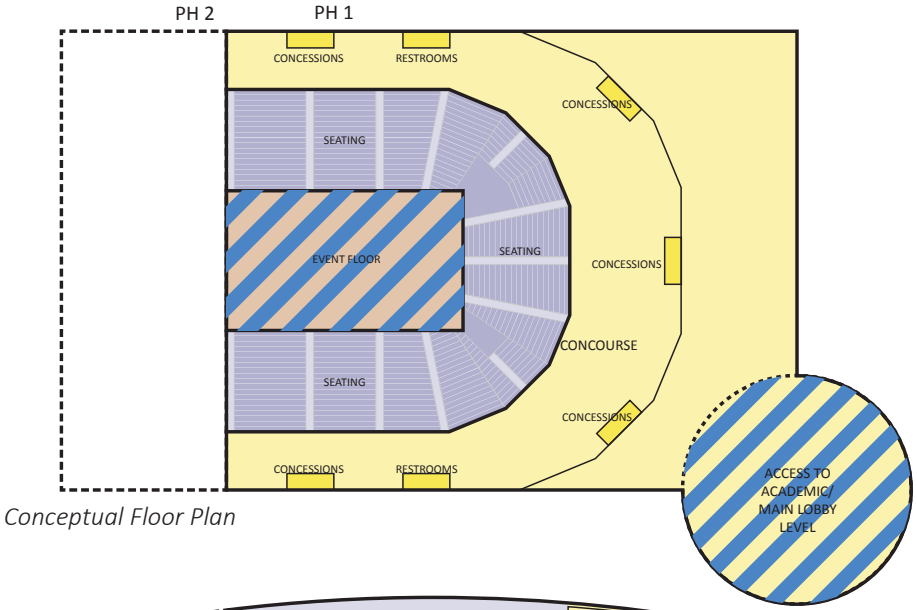
Planning for a portion of the seating bowl to be retractable allows for greater flexibility. When all the seats are pulled out, the event floor is at its smallest, accommodating activities that fit within a basketball court. When rows of seats are retracted, the event floor expands, permitting activities that require more space, such as trade shows, concerts, the circus etc, to occur, an invaluable feature given the lack of indoor exhibition space in Dover.

SUMMARY OF RECOMMENDED BUILDING PROGRAM

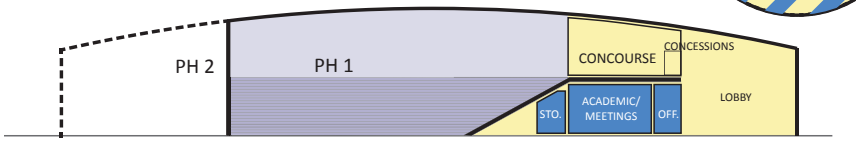
	Phase I	Full Build-Out
Gross Square Feet	144,408	169,135
Seating Capacity	3,682 seating bowl 1,200 temporary floor 4,882 total	4,800 seating bowl 1,200 temporary floor 6,000 total
Event Floor Square Footage	10,300 s.f. (minimum) 17,150 s.f. (maximum)	10,300 s.f. (minimum) 17,150 s.f. (maximum)
Dedicated Ballroom Space	5,400 s.f.	5,400 s.f.
Breakout Meeting Space	3,300 s.f.	3,300 s.f.
Academic Space	20,000 s.f.	20,000 s.f.

Fig. 4. The facility will meet all the needs expressed by DSU and the City of Dover from Day 1, providing all the required gathering, meeting and academic spaces. Planning for a second phase, provides the opportunity for the facility to respond to increased demand for seating in the arena.

Phase 1

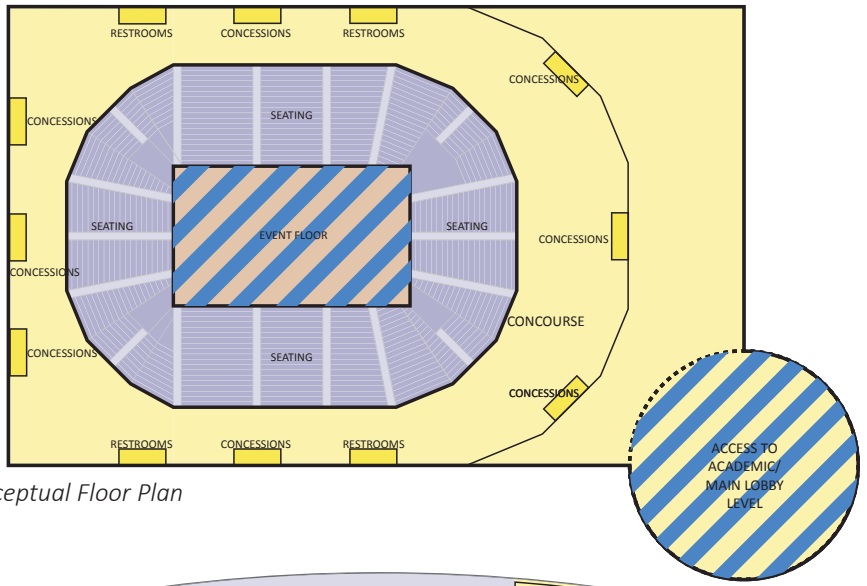


Conceptual Floor Plan

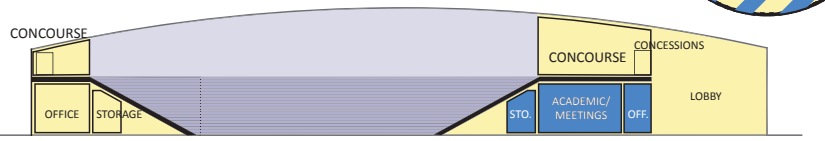


Conceptual Building Section

Phase 1 and 2



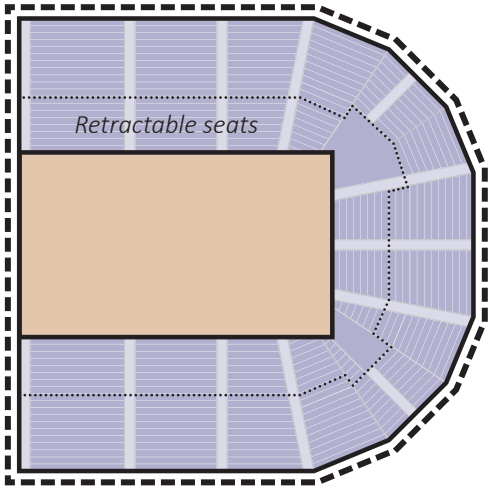
Conceptual Floor Plan

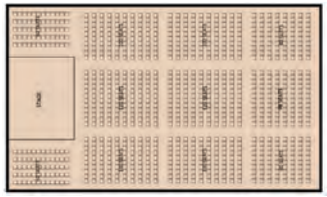


Conceptual Building Section

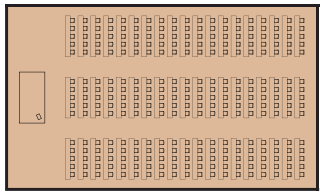
Academic *Public* *Seating* *Event Floor*

In Phase 1, the seating will form a horse-shoe shape surrounding the event floor, accommodating approximately 3,600 people in the bowl seating. Phase 2 allows for an increase of about 1,200 seats. With a total of 4,800 seats, the Delaware Convocation Center will become an ever more attractive event arena for concert organizers and roadshows.





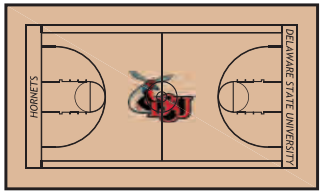
COMMENCEMENT
(additional 1,200 seats)



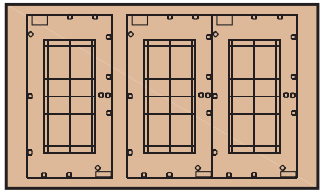
CLASSROOM/
LECTURE



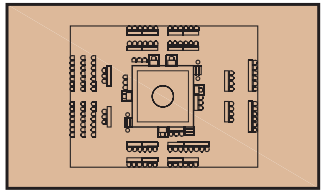
EXERCISE
PHYSIOLOGY LAB



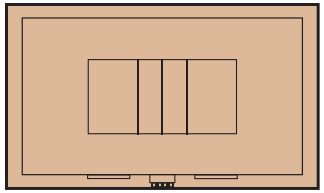
BASKETBALL



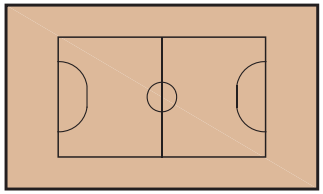
BADMINTON



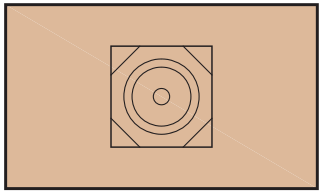
BOXING



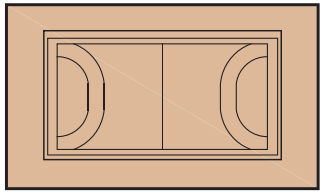
VOLLEYBALL



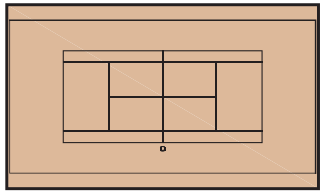
INDOOR SOCCER



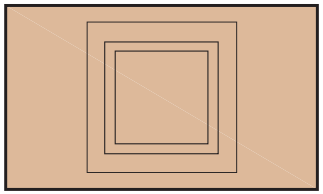
WRESTLING



HANDBALL



TENNIS



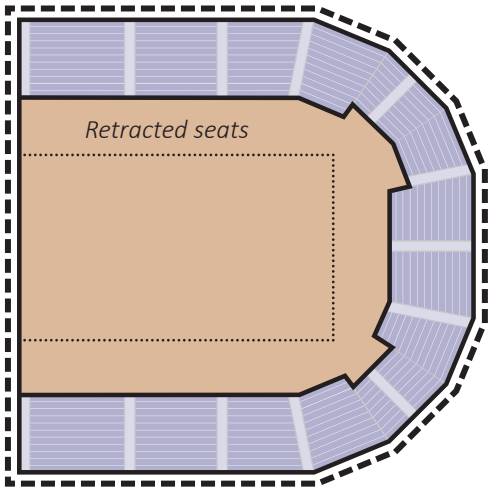
TAEKWONDO

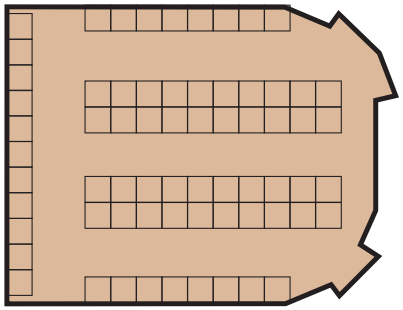
Maximum Seating Configuration

This is a plan diagram of the seating bowl and event floor. Events such as convocations and basketball games will be accommodated in the maximum seating configuration. The diagrams show additional activities that could occur on the event floor.

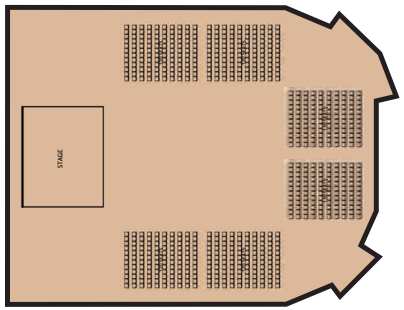
Full Seating Bowl: 3,680 seats

Event Floor: 10,300 s.f.

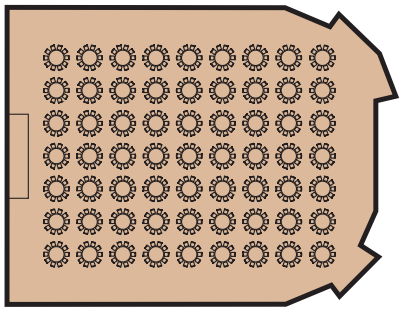




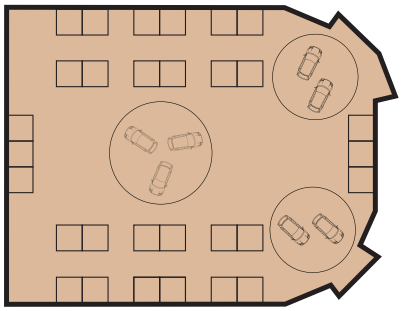
JOB FAIR



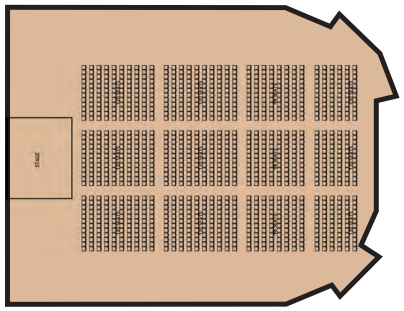
MUSIC FESTIVAL



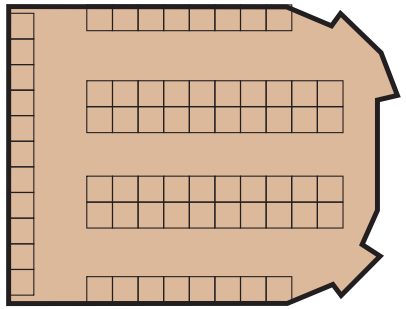
BANQUET
(630 seats)



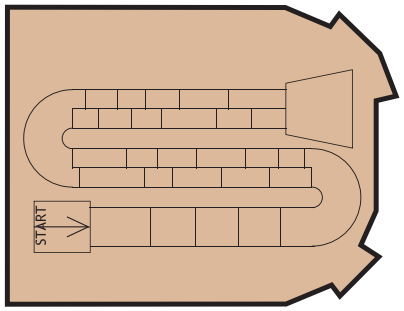
CAR SHOW



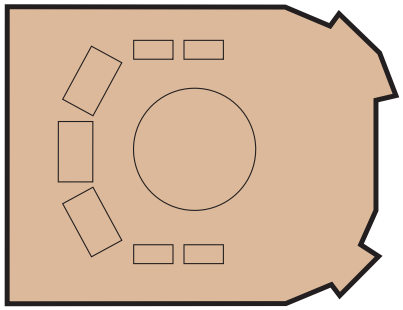
CONCERT



TRADE SHOW



BMX



CIRCUS

Retracted Bowl Configuration

This plan diagram provides maximum event floor space by retracting rows of seating. In the retracted bowl scenario, the event floor will be able to accommodate larger-scale events such as consumer shows, concerts, and many others.
Retracted Seating Bowl: 2,730 seats
Event Floor: 15,050 s.f.

Site Options

The team started by investigating 12 potential sites in and around the DSU campus, before focusing on three preferred sites. In exploring site options for the facility, we took into account issues such as:

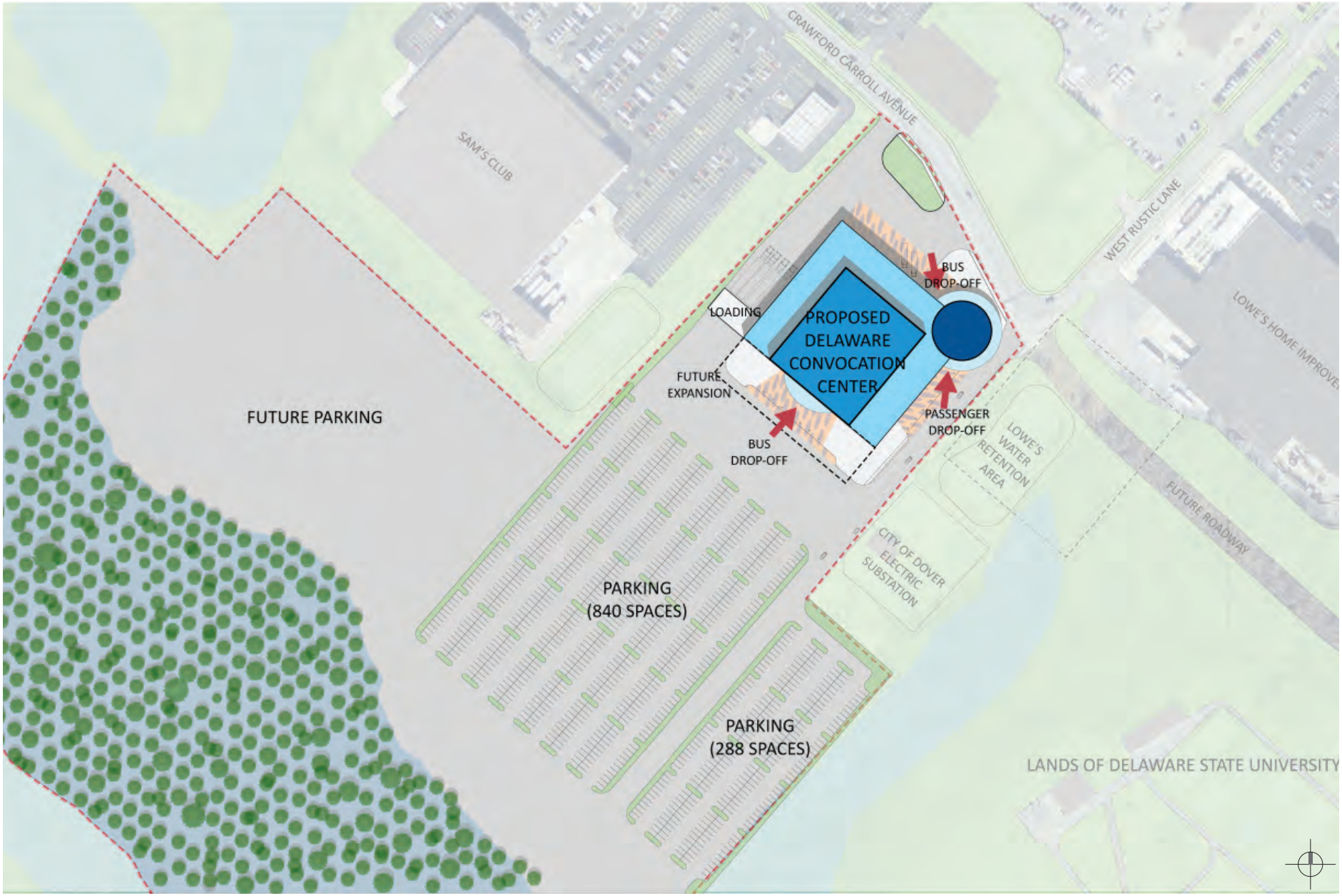
- Visibility from vehicular traffic on Route 13
- Proximity to DSU campus
- Pedestrian and bike access to DSU campus
- Traffic accessibility from Route 1 and Route 13
- Adequate space for new facility, parking, etc.
- Potential for shared parking with neighbors
- Land ownership
- Environmental conditions
- Utility infrastructure
- Relocation of existing site infrastructure

In evaluating the sites against the criteria listed above, the site highlighted in blue emerged as the favored option (refer to adjacent diagram). As the former Delaware Civic Center Site, it is currently owned by the Delaware Civic Center Association. A transfer of ownership would need to be discussed. Some of the advantages of the recommended site include:

- Adjacency to DSU campus
- Ease of access
- Adequate parking
- Reduced cost of land acquisition



The proximity of Site 2 to the DSU main campus, as well as the Commons, is a critical asset. It only takes a short walk for students to get to the Health and Wellness Institute.



Conceptual Site Plan

The proposed convocation center will be served by a primary public entrance that faces the parking lot, a secondary public entrance off Crawford Carroll Avenue, which is mainly for bus drop-offs, and an entrance for the Academic Health and Wellness Institute. Service and loading access to the building will be separate from the public entrances. Based on the City of Dover's requirements, a 4,800 seat facility requires approximately 1,600 spaces.



Conceptual Rendering of NCAA Basketball Game

As a basketball arena, the convocation center will provide the facilities needed by the DSU Hornets to hone their skills, display their talent and further their game. While the arena has not yet been designed, this architect's conceptual rendering of the space shows a long span open room without columns, which is ideal for athletic events. This illustration shows the seating bowl at the maximum seating configuration with all the seats pulled out. The estimated number of sporting events such as men's and women's basketball and women's volleyball is approximately 35 per year.



Conceptual Rendering of Academic Space

The architect's depiction of a classroom shows a space that can be used for a variety of functions, serving academic, as well as community activities. Partitions in the room allow it to be sub-divided into three smaller classrooms, accommodating DSU's academic programs and providing much needed academic space.



Conceptual Rendering of Academic Space/ Multi-use Ballroom

In addition to serving as a classroom, the room is designed to be flexible in use and accommodates a variety of activities such as community meetings, banquets and more. Equipped with audiovisual equipment, Wi-Fi capabilities, and furniture storage, this multipurpose room will be actively used throughout the day and night.

Phase I Cost

In order to accurately assess the convocation center's viability, it is vital to establish an estimate for the cost of designing and building the facility. The cost estimate below put together by EDIS and Barton Malow reflects EDIS' knowledge of local construction conditions and standards in Dover, as well as Barton Malow's experience with convocation centers. These figures are based upon the team's recommendations in terms of facility size and preliminary concept designs.

Construction Costs (includes contingency, general conditions, insurance and bonds etc.)	$46.0 M
Other Project Costs (professional fees, furniture, equipment, contingency etc.)	$8.4 M
Anticipated Cost Escalation (2017)	$3.1 M
Grand Total Project Cost	$57.5 M

"The cost model used for this study allows for a building design that provides extraordinary low cost pricing value while maintaining a high quality, functional building that meets the program needs of the university " - EDiS Company, Wilmington, DE



Conceptual Rendering of Entry Lobby

With multiple entry points, the lobby serves the patrons attending events at the arena, as well as students and faculty heading to the Health and Wellness Institute. The concourse on the upper level provides a variety of patron amenities such as the ticket office, concessions, restrooms and more.

Projected Impact

"Great way to build revenue and bring people here to the middle of the state." - comment by survey respondent

Job Creation

The construction and on-going operations of the Delaware Convocation Center will create much-needed jobs in the local economy. These jobs will include not only direct full and part-time jobs created temporarily during construction of the facility spanning jobs such as construction workers, tradesmen and manufacturers of raw materials and building supplies, but also more permanent full- and part-time jobs during the on-going annual operations of the facility including jobs such as facility operations personnel (i.e. management, marketing, finance, human resources, maintenance, event services, administration, etc.), event-day staff (i.e. box office attendances, ticket takers, ushers, security, concession workers, parking attendants, traffic control personnel, etc.) and community support personnel in areas such as hotel, restaurant, entertainment, retail, transportation and other such industries. The full-effect of employment impacts in the local economy will be further realized as initial construction and operations spending are re-spent within the community, supporting the creation of additional indirect and induced job impacts.

Overall, the Delaware Convocation Center is estimated to temporarily generate a total of 760 full and part-time jobs (stated in full-time equivalents) during construction. Of this amount, 510 construction-period FTEs are estimated to be new jobs in the State of Delaware and 230 are estimated to be new jobs in the City of Dover.

The total long-term, permanent jobs created from the on-going operations of the Delaware Convocation Center are estimated to range from 130 to 180 full and part-time jobs (stated in FTEs), depending on the level of operations achieved by the venue. Approximately three-quarters of the jobs created during the venue's operations are anticipated new jobs created in the City of Dover and about one-third would be considered new jobs in the State of Delaware.

Events and Attendance

Based on extensive market research, annual event and attendance levels were estimated for the proposed Delaware Convocation Center. Two sets of estimates were developed: a "base case" scenario representing the event and attendance levels that are estimated to be reasonably achievable on an annual basis, and "best case" scenario representing an operating level that reflects successful, aggressive facility management that results in above-peer venue operations.

The table (Fig. 5) summarizes the event and attendance estimates for the proposed Delaware Convocation Center under the Phase I building program scenario. It should be noted that these event and attendance totals do not include use of classrooms or athletic and academic offices, athletic practices, student recreational activities or other such day-to-day use of the facility that would take place in addition to the specific event types included in the estimates.

The proposed Delaware Convocation Center is estimated to host 144 to 176 annual events with annual attendance of approximately 116,250 to 153,350. Approximately 60 percent of convocation center events and attendance are estimated to be derived from non-DSU community events. In the event that Phase II of the project is completed in the future, annual attendance levels are estimated to increase by approximately 15 percent, due primarily to the facility's ability to attract additional concert, family show and sporting event activity assuming a larger seating capacity.

Financial Operations

The table (Fig. 6) presents the estimated operating revenues and expenses estimated to result from convocation center operations during a normalized year of operations. As shown, it is anticipated that Delaware State University would likely need to make

ANNUAL EVENT AND ATTENDANCE ESTIMATES
(Assumes Phase I Building Program)

	Base Case			Best Case		
Event	Annual Events	Average Attendance	Total Attendance	Annual Events	Average Attendance	Total Attendance
University Events:						
Men's Basketball	5	700	3,500	5	700	3,500
Women's Basketball	5	250	1,250	5	250	1,250
Basketball Doubleheaders	10	1,100	11,000	10	1,100	11,000
Women's Volleyball	15	250	3,750	15	250	3,750
Athletic Camps	10	50	500	10	50	500
Other University Events	19	1,500	28,500	25	1,500	37,500
Subtotal	64		48,500	70		57,500
Community Events:						
Concerts	2	3,500	7,000	3	3,500	10,500
Family Shows	3	2,000	6,000	6	2,000	12,000
Other Sporting Events	7	2,500	17,500	10	2,500	25,000
Graduations	3	4,500	13,500	4	4,500	18,000
Consumer/Trade Shows	8	1,500	12,000	10	1,500	15,000
Conventions/Conferences	12	500	6,000	16	500	8,000
Banquets	35	150	5,250	45	150	6,750
Meetings/Miscellaneous	10	50	500	12	50	600
Subtotal	80		67,750	106		95,850
Total	144		116,250	176		153,350

Fig. 5 forecasts the number of events and potential attendance.

ESTIMATED OPERATING REVENUES AND EXPENSES
Stabilized Year of Operations

	Base Case	Best Case
OPERATING REVENUES		
Rent	$206,000	$279,000
Premium Seating	66,000	83,000
Food and Beverage	148,000	198,000
Advertising and Sponsorships	135,000	158,000
Naming Rights	270,000	338,000
Merchandise, net	10,000	16,000
Parking, net	137,000	183,000
Ticket rebates/facility fees	50,000	134,000
Other	50,000	75,000
TOTAL REVENUES	$1,072,000	$1,464,000
OPERATING EXPENSES		
Salaries, wages & benefits	$453,000	$505,000
Utilities	217,000	249,000
General & administrative	150,500	176,000
Operations	315,000	362,000
Insurance	72,000	83,000
Professional Fees/Services	14,000	16,000
Management Fee	75,000	100,000
TOTAL EXPENSES	$1,296,500	$1,491,000
UNIVERSITY CONTRIBUTION	$224,500	$27,000

Fig. 6 illustrates the best and worst case scenarios with regard to operating revenues and expenses.

an annual operating contribution of $27,000 under the best case to $224,500 under the base case.

Reflective of a true town-and-gown partnership, a multi-purpose, community-oriented convocation center will benefit the central and southern Delaware region through the creation of spending, jobs, tax revenues and hotel rooms and enhancement in the quality of life for local residents, while Delaware State University benefits from facility revenues generated from non-university events which will serve to significantly reduce the required annual university contributions which could approach upwards of $700,000 as a DSU-only venue.

If Phase II of the building program is constructed, operating revenues are estimated to increase by approximately 10 percent due to increased attendance and event activity. However, operating expenses are estimated to increase by approximately eight percent due to the increased size and volume of the facility, additional staffing needs, increased maintenance costs and other such considerations. Therefore, the net financial operations following the completion of Phase II are estimated to be largely similar to those presented for Phase I in the table to the right.

These financial operating estimates do not include capital reserve funding or potential debt service payments associated with facility funding.

Economic Impacts

The operations of the proposed Delaware Convocation Center would generate economic impacts to the City, County and State on an annual basis as a result of visitation and expenditures associated with Delaware Convocation Center operations and events. The table (Fig. 7) presents a summary of the gross economic impact and fiscal revenues estimated to be generated by the proposed Delaware Convocation Center during a normalized year of operations.

Facility operations are estimated to generate approximately $5.4 to $7.2 million per year in direct spending. Counting this initial direct spending and the subsequent rounds of re-spending that would impact the local economy through a multiplier effect, the total economic activity (output) generated by Delaware Convocation Center operations is estimated to range from $7.0 to $9.4 million per year, supporting 130 to 180 jobs with $2.5 to $3.4 million in annual earnings. Over a 30-year period, the net present value ("NPV") of total output generated by the Delaware Convocation Center is estimated to range from $135 million to $183 million.

Should full build-out of Phase II of the building program be completed, the economic impacts associated with the proposed Delaware Convocation Center are estimated to increase by approximately 15 to 20 percent, due primarily to an assumed increase in

the number of events such as concerts, family shows and sporting events that could draw additional non-local attendees to the Dover area.

Hotel Room Demand

By drawing out-of-town visitors to the area, the Delaware Convocation Center will generate room nights to benefit local hotel operations. Overall, it is estimated that demand for approximately 11,000 to 14,500 new hotel room nights will be created annually in the Dover area from visiting event personnel, out-of-town patrons, business suppliers and others in connection with the on-going operations of the Delaware Convocation Center.

Funding Analysis

It is estimated that Phase I of the proposed Delaware Convocation Center could cost approximately $57.5 million to develop. Assuming an interest rate of 5.0 percent and 30-year bonds, annual debt service payments could approximate $3.7 million annually if the entire amount is financed.

Historically, the development of convocation centers, arenas, conference centers and other similar venues often involve varying degrees of partnerships between the public and private sectors. For facilities that are utilized for colleges and universities for their assembly and athletic events, the college or university typically also participates in the funding of those facilities.

Based on discussions with project stakeholders, a review of past efforts regarding potential public assembly funding in Dover, an assessment of potential taxes and other public revenue streams, and other such considerations, it is likely that the majority of funding for the proposed Delaware Convocation Center will be derived from state funding and potentially be supplemented by a number of other community funding sources.

It appears the most reasonable funding approach would include State of Delaware general fund contributions, DSU general fund contributions, private and other possible community funding sources.

Management Options

The Delaware Convocation Center will be owned by DSU. However, given the likelihood that multiple parties will likely be required to fund the construction of the facility, it is recommended that an entity such as an authority, board or commission be established to provide overall governance of the proposed Delaware Convocation Center.

This governance entity should include representation from various stakeholders to ensure that all relevant parties are included in key decisions pertaining to the respective facilities they oversee. The appropriate composition of the governing entity will ultimately depend largely on the funding partners involved with

Summary of Annually-Recurring Economic Impacts from Delaware Convocation Center Operations

Annual Impacts		
Gross Direct Spending	$5,412,000 -	$7,245,000
Total Output	$6,965,000 -	$9,442,000
Jobs Supported	130 -	180
Annual Earnings	$2,477,000 -	$3,375,000

30-Year NPV (1)		
Gross Direct Spending	$104,800,000 -	$140,300,000
Total Output	$134,900,000 -	$182,800,000
Jobs Supported	n/a -	n/a
Annual Earnings	$48,000,000 -	$65,400,000

(1) NPV calculations assume 2.0 percent annual inflation and a 5.0 percent discount rate.

Fig. 7 shows the economic impact resulting from the Delaware Convocation Center



facility development. The governing entity should have representation from each project stakeholder, which may include, but are not necessarily limited to DSU, the State of Delaware, Kent County, the City of Dover and potentially representatives of the local and regional corporate community, hospitality industry, the Delaware Sports Commission and other relevant entities. This will ensure that the needs and expectations of each stakeholder are considered when setting policies and making decisions.

While there may be several entities that participate in funding the construction of the venue, DSU should be responsible for the venue's daily operations and provide any necessary contributions to support its daily operations. To effectively operate the venue, DSU will need to directly hire a staff with significant previous convocation center operating experience or consider outsourcing the management of the venue to a private management company with the requisite expertise. Third party management would likely represent the most efficient and effective means of operating the facility. The event estimates and financial projections presented herein assume that the proposed Delaware Convocation Center is managed by a competent and experienced arena management company.



Conceptual Rendering of Trade Show Event

By retracting the first eight rows of seats, the event floor is enlarged and accommodates events such as concerts, trade shows and consumer shows. The estimated number of non-athletic community events per year range from 86-113, attracting between 135,000-178,000 visitors.

Conclusion

"Is it feasible for DSU and the City of Dover to have a convocation center?"

Having completed:

- More than 10 months of research, analysis, workshops, presentations and feedback
- Surveys of more than 300 people including University students, faculty, staff, alumni, donors, members of the Dover/Kent County-area business community, and residents of the surrounding area
- Extensive interviews with more than 150 groups such as DSU, surrounding school districts, business and professional associations, state agencies and many more

The study finds that a convocation center is:

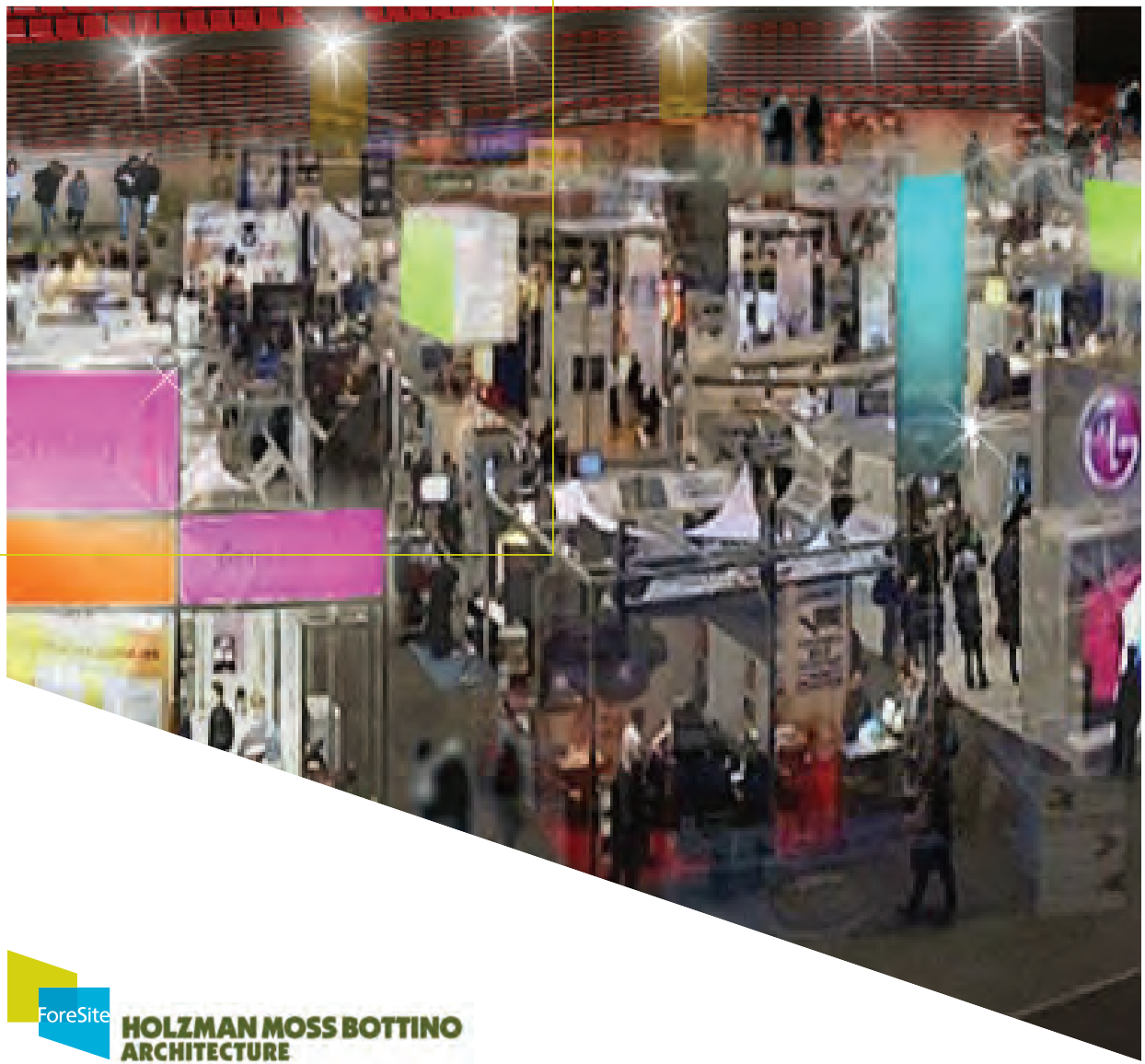
- Feasible and should be pursued
- DSU has a significant need for the educational facilities provided in the convocation center
- Growth in the number of students and educational programs demand facilities like the convocation center to allow DSU to be a world-class state educational facility
- Benefits the central and southern Delaware community from joint-use of the convocation center due to the size and design of the facility for public gatherings
- Has the potential to boost the economic development of central and southern Delaware and the City of Dover
- Funding for capital costs of the project will be augmented by income-generating community events such as concerts, trade shows, conventions, sporting events etc
- Operating costs to DSU and the State can be significantly reduced by bringing in revenues from public, community-use events

"Let's get moving on this great idea for Dover!" - comment by survey respondent

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FRAZIER PIT REMEDIATION

DECEMBER 12, 1994 COUNCIL MEETING
UTILITY COMMITTEE REPORT - NOVEMBER 29, 1994

DNREC Required Investigative Work

In June 1993 the City of Dover was ordered by DNREC to prepare a work plan for an environmental investigation of the groundwater at McKee Run Generating Station and soil sampling at St. Jones, Frazier, and College Road substations. Additionally, in November 1994 DNREC directed the City to prepare a work plan for investigation of possible soil contamination at Frazier Pit.

J.C. Anderson Associates (JCA) of Dover was retained to prepare the work plan for the investigations at McKee Run and the three substations. In October 1994, DNREC notified the City that the work plan was acceptable and directed the City to implement the work plan.

The directive from DNREC for the Frazier Pit investigation requires the City to submit within 30 days: a) the name and qualifications of the consultant who will be developing the work plan, and b) the laboratory that will be used to perform the analysis. They also require, within 45 days, comprehensive and detailed comments about the draft consent decree. JCA's knowledge of the site and background of the issues will prove to be a major asset in satisfying DNREC concerns and questions. As the preparer of the original work plan, JCA is also in a position to expedite the project to an acceptable conclusion. Therefore, to provide continuity during the investigation and reduce the duplication of efforts, the City staff will retain JCA to perform this investigation.

The approximate expenses for the three projects are as follows:

McKee Run groundwater monitoring	$ 32,000.00
Substation soil sampling	$ 60,000.00
Frazier Pit work plan	$ 45,000.00
	$137,000.00

These cost estimates include all work required for compliance, which includes the installation of monitoring wells, sampling, laboratory analysis, and professional services. There may be additional expenses for McKee Run and the substation if a contamination problem is detected. There will be additional expenses for the actual investigative work at Frazier; however, because of the complexity of the issue, at this time it is impossible to estimate what those additional expenses will be.

Mr. O'Connor explained to members that the $137,000 is based on a preliminary estimate on the requirements that have been received from the State of Delaware which are effective this date.

The $137,000 is based on an estimate of what needs to be done as of this date and is only based on the documents that have already been received on those sites. The laboratory and engineering firms have to be approved by DNREC as eligible candidates to be able to perform this type of work.

The committee recommended acceptance of staff's recommendation to approve the expenditures of approximately $137,000 to JCA and Envirotech Research for the three projects.

Mr. Lambert suggested that we carefully scrutinize any further requirements that are placed upon the City to ensure that they are fully justifiable.

Referring to previous discussion on the possible sale of the land, Mr. O'Connor reminded Council that the value of the land will dramatically change once the City has expended these funds.

Mr. Lambert moved for approval of the committee's recommendation, seconded by Mr. Hare. Prior to voting on the motion, Mr. Lambert clarified that should the amount exceed $137,000, Council review and approval will be necessary. The motion was approved by a unanimous roll call vote.

FEBRUARY 12, 1996 CITY COUNCIL MEETING
UTILITY COMMITTEE REPORT - JANUARY 22, 1996

Frazier's Pit Remedial Investigative Work Plan

In early 1994, the State of Delaware, Department of Natural Resources and Environmental Control (DNREC), directed the City of Dover to prepare a Remedial Investigation Work Plan for the Frazier's Pit Site located on U.S. Route 13 south of the Sheraton Inn. The draft work plan was prepared by James C. Anderson Associates, Inc. (JCA), during the summer of 1994. After several meetings with JCA and the DNREC, the draft work plan has been finalized and has been accepted by the State of Delaware and DNREC has authorized the City to proceed with implementation of the associated work. The work encompasses several different aspects of data collection including shallow well monitoring, aerial photographing, and leechate inspection. The plan shall act as the first phase of the Voluntary Clean Up Program that the City has entered regarding the Frazier's Pit site. City staff recommended that the City award a contract in the amount of $45,960 to James C. Anderson Associates, Inc. to proceed with implementation of the Frazier's Pit Remedial Investigation Work Plan.

Mr. Fenimore questioned the amount of the contract, stating that page five under "Cost" shows a total cost of $28,460. Mr. O'Connor stated that the amount of $28,460 covers work which will be performed by JCA. The remaining funds will cover estimated fees for laboratory work and data validation which will be performed by others. These costs were estimated by JCA, as explained on page 10.

Noting that this is only a projection of what will be required by DNREC, Mr. Lambert stated that there is a possibility that after seeing the results from this work plan, DNREC could require additional work. Mr. O'Connor concurred, but stated that staff feels comfortable with the work plan. Noting that his property abuts the Frazier Pit site, Mr. Kramedas stated that he has had extensive testing and soil sampling done for construction purposes, and they have found no problems with the site.

The committee recommended that a contract, in the amount of $45,960, be awarded for implementation of the Frazier's Pit Remedial Investigation Work Plan by James C. Anderson Associates, Inc. and for associated laboratory and data validation fees.

Mr. Lambert moved for approval of the committee's recommendation, seconded by Mr. Hare and carried by a unanimous roll call vote (Mr. Pitts absent).

Declaration of Restrictions and Certification of Completion of Remedy attached

TAX PARCEL NO.: Portion of ED-05-57.00-01-04.00-000
PREPARED BY: Dept. of Natural Resources
and Environmental Control
RETURN TO: Christina Wirtz
DNREC-SIRB
391 Lukens Drive
New Castle, DE 19720

DECLARATION OF RESTRICTIONS

THIS DECLARATION is made as of the 14 day of Sept, 2001 by the City of Dover, a political subdivision of the State of Delaware, for and on behalf of itself, its successors and assigns (hereinafter, the "Declarant").

WHEREAS, Declarant holds title to 25.691 acres of land located at 1484 North DuPont Highway, Dover, Delaware, a portion of a 43+ acre property, identified as Tax Parcel No. ED-05-57.00-01-04; which land is described by courses and distances on Exhibit "A" attached hereto and made part hereof (hereinafter, the "Land"); and

WHEREAS, in July 1998 Delaware's Department of Natural Resources and Environmental Control, Site Investigation and Restoration Branch (hereinafter, "DNREC-SIRB"), issued a Final Plan of Remedial Action for the Land dated June 1998 (hereinafter, the "Final Plan"), a copy of which can be obtained from the DNREC-SIRB, 391 Lukens Drive, New Castle, Delaware, 19720 or its legal successor.

WHEREAS, in connection with the implementation of the Final Plan, Declarant desires to impose certain restrictions upon the Land; which are conditions required for implementing the Final Plan and for obtaining the Certificate of Completion of Remedy for the Land pursuant to 7 Del. C. § 9108.

NOW, THEREFORE, KNOW ALL MEN BY THESE PRESENTS, that Declarant hereby covenants and declares, that Declarant shall hold and stand seized of the Land under and subject to the following restrictive covenants, which covenants shall run with the Lands so as to be binding upon Declarant, and Declarant's successors and assigns, and which covenant is hereby imposed for the benefit of DNREC-SIRB, and DNREC-SIRB's duly appointed successor.

1. Use Restriction. Use of the Land shall be restricted solely to those non-residential type uses permitted within Commercial, Manufacturing, or Industrial Districts, respectively, as such district types and uses (including, without limitation, ancillary or accessory uses) are described and permitted, respectively, pursuant to the Dover Code in effect as if the date of this Declaration.

2. Interference with Remedy. There shall be no digging, drilling, excavating, grading, constructing, earth moving, or any other land disturbing activities on the Land without the prior written approval of the DNREC-SIRB.

3. Limitation of Groundwater Withdrawal. No groundwater wells shall be installed, and no groundwater shall be withdrawn from any well, in the Land without the prior written approval of the DNREC-SIRB.

4. Amendment. The foregoing covenants shall not be modified, amended or altered in whole or in part except with the express written and properly recorded approval of DNREC-SIRB, or its successor, which shall be the only approval or consent required.

5. Violation of Covenants. If Declarant violates any of the restrictive covenants imposed by this Declaration, the DNREC-SIRB, or DNREC-SIRB's duly appointed successor, shall have the right to proceed at law or in equity to enforce compliance with or prevent the violation or breach of the terms hereof.

6. Scope and Interpretations. This Declaration shall be governed by Delaware law, shall have no application to or effect upon any property other than the Land as described in Exhibit "A", and shall be interpreted to benefit any part other than DNREC-SIRB or its duly appointed successor. No rights hereunder may be assigned by DNREC-SIRB except by operation of law to its duly appointed successor.

IN WITNESS WHEREOF, the undersigned has dully executed, attested, sealed, acknowledged and delivered this Declaration, the day and year aforesaid.

Attest:

By: _____ Interim City Manager

By: James L. Hutchison (Seal)
Mayor

STATE OF DELAWARE)
) SS.
KENT COUNTY)

BE IT REMEMBERED that on this 14th day of September, 2001 personally appeared before me, the Subscriber, a notary public for the State and County aforesaid, James L. Hutchison party to this Instrument, known to me to be such, and acknowledged this Instrument to be his act and deed.

GIVEN under my hand and seal of office the day and year aforesaid.

_____
Notary Public

Name: Janice C. Green

My Commission Expires on May 24, 2002

Janice C. Green
Notary Public, State Of Delaware
Commission Expires May 24, 2002

Exhibit "A" D 437PG347

SCOTT ENGINEERING, INC.

Consulting Engineers • Surveyors • Land Planners

838 WALKER ROAD • SUITE 21-2
DOVER, DELAWARE 19904

August 29, 2001

Description of Disturbed Landfill Area
On lands of
The City of Dover
a.k.a. Frazier Landfill
Dover, DE

ALL that certain piece or parcel of land, situated in the City of Dover, East Dover Hundred, Kent County, and State of Delaware, lying within the former City of Dover landfill (a.k.a. Frazier Landfill) on the southwesterly side of Crawford Carroll Avenue across from the southwesterly end of West Rustic Lane, being more particularly bounded and described in accordance with a recent survey and a plan prepared by Scott Engineering, Inc., Consulting Engineers and Surveyors, entitled "Landfill Disturbance Area Plan", Drawing No. M-1529, Sheet S2, dated August 15, 2001, as follows, to-wit:

BEGINNING at a point located at a corner for said landfill parcel and the southwesterly corner for lands now or formerly of KW Lands (D.R. I-45-130), said point of beginning being located the following five (5) courses from a concrete monument found at the southerly end of a daylight corner joining the southeasterly right-of-way line of West Rustic Lane (varying width) with the northeasterly line of Crawford Carroll Avenue (70.00 feet wide): (1) crossing over and normal to Crawford Carroll Avenue, South 50° 00' 00" West – 70.00 feet to a point on the southwesterly line of Crawford Carroll Avenue; thence (2) running with the southwesterly line of Crawford Carroll Avenue, North 40° 00' 00" West – 70.33 feet to a point at a corner for said landfill parcel and lands now or formerly of Lowe's Home Centers, Inc.; thence (3) continuing with the southwesterly line of Crawford Avenue, North 40° 00' 00" West – 13.58 feet to a break in the right-of-way; thence (4) with the same North 19° 28' 54" West – 6.84 feet to a point at the northeasterly most corner for said landfill parcel and the southeasterly corner for lands now or formerly of Delaware Civic Center Corporation; thence (5) running in part with the line for said Delaware Civic Center Corporation and in part with line for lands now or formerly of KW Lands, South 50° 15' 07" West – 705.42 feet to a point, the place of beginning; thence from the said point of beginning running with the line which delineates the landfill disturbed area within the Frazier Landfill, the following courses: (1) South 13° 42' 19" East – 239.05 feet to a point; thence (2) South 48° 32' 26" West – 205.12 feet to a point; thence (3) South 50° 07' 16" West – 218.21 feet to a point; thence (4) South 52° 46' 18" West – 94.34 feet to a point; thence (5) South 49° 55' 00" West – 500.00 feet to a point; thence (6) North 34° 22' 22" West – 201.00 feet

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to a point; thence (7) North 00° 16' 52" East – 131.24 feet to a point; thence (8) North 19° 39' 37" East – 416.77 feet to a point; thence (9) North 13° 31' 06" West – 44.72 feet to a point; thence (10) North 64° 02' 45" West – 49.24 feet to a point; thence (11) North 77° 39' 07" West – 164.01 feet to a point; thence (12) North 65° 25' 46" West – 105.12 feet to a point; thence (13) North 36° 48' 46" West – 175.29 feet to a point; thence (14) North 12° 00' 39" West – 170.00 feet to a point; thence (15) North 23° 14' 28" East – 150.29 feet to a point; thence (16) North 40° 56' 55" West – 103.94 feet to a point; thence (17) North 20° 43' 31" West – 98.07 feet to a point; thence (18) North 07° 00' 14" East – 107.41 feet to a point; thence (19) North 42° 35' 15" East – 134.66 feet to a point; thence (20) North 70° 56' 18" East – 182.17 feet to a point in line for lands now or formerly of Sam's Club Real Estate Business Trust; thence with the same (21) South 39° 44' 53" East – 21.72 feet to a found concrete monument; thence still with the same (22) North 50° 15' 07" East – 52.42 feet to a point; thence leaving said line of Sam's Club Real Estate Business Trust (23) South 54° 18' 10" East – 433.94 feet to a point; thence (24) South 39° 57' 04" East – 588.49 feet to a point; thence (25) South 42° 37' 19" East – 189.29 feet to a point, the **Place of Beginning**.

Containing within the above described metes and bounds 25.690 acres of land, be the same more or less.

STATE DOCUMENT
FEE PAID
OCT 4 3 50 PM '01
RECORDED BY
R.A. MARTIN, JR.
RECORDER OF DEEDS
KENT CO. DELAWARE

Tax Parcel Number: Portion of ED-05-57.00-01-04.00-000

Prepared By: Department of Natural Resources
and Environmental Control
Return To: Christina Wirtz
DNREC-SIRB
391 Lukens Drive
New Castle, DE 19720

CERTIFICATION OF COMPLETION OF REMEDY

The Department of Natural Resources and Environmental Control, Site Investigation and Restoration Branch ("DNREC-SIRB") has reviewed the request made by the City of Dover on May 16, 2001 for a Certification of Completion of Remedy for the Frazier's Pit Site DE-154 ("Site") located at 1484 North DuPont Highway, Dover, Delaware, and all the relevant documents necessary to make a determination.

The Site consists of an approximately 25.691 acre portion of a 43+ acre parcel, designated as tax parcel number ED-05-57.00-01-04. The Site bounded generally by the commercial properties to the east, a wooded area to the south and the Fork Branch and its associated wetlands to the north and west. The Site was used as a landfill and waste staging area beginning in the 1940s.

The deed restriction for the 25.691 acre portion of tax parcel number ED-05-57.00-01-04, which comprises the Site, was filed on October 4, 2001 in the Recorder of Deeds, in and for Kent County, and identified in Deed Record Book 437, Page 345.

In 1988, a Site Inspection ("SI") was conducted collecting surface water, sediment and soil samples. Low concentrations of organic compounds, namely chloroform, benzene, ethylbenzene and xylenes were detected in soil samples. Low concentrations of phenols, pesticides, polynuclear aromatic hydrocarbons ("PAHs") were detected in soil samples at the landfill. No organic compounds of concern were detected in any of the aqueous samples. Although concentrations of inorganic compounds were detected in the soil samples of the landfill, arsenic was the only analyte that exceeded the DNREC-SIRB Uniform Risk Based Remediation Standards ("URS") for restricted use for surface and subsurface soil. Water samples yielded results that aluminum, cadmium, copper, iron, mercury, silver and zinc exceeded the State of Delaware Surface Water Quality Standards ("SWQS").

In 1993, an Expanded Site Inspection ("ESI") was conducted to evaluate contaminant migration and allegations of waste disposal. Iron and manganese were detected above their respective Secondary Maximum Contaminant Levels ("SMCL") in ground water. The Revised Toxicological Evaluation concluded that the Site should not be used as a potable water supply, exposure to subsurface soils should be restricted and that the Site's impact on the Fork Branch and the St. Jones River be further assessed.

In September 1995, a Voluntary Cleanup Agreement was entered into by the City of Dover and the DNREC-SIRB in order to conduct a Remedial Investigation ("RI") of the Site. In February 1998, the RI was completed at the Site, under DNREC-SIRB's oversight, pursuant to the Delaware Hazardous Substance Cleanup Act, 7 Del. C. Chapter 91 ("HSCA"), the Regulations

Governing Hazardous Substance Cleanup ("Regulations") and all applicable guidance established thereunder. Several pesticides, such as Dieldrin, 4,4-DDE, endrin and 4,4-DDD, were detected in the sediment samples at concentrations that exceed at least one of the National Oceanic and Atmospheric Administration ("NOAA") Screening Guidelines for sediments. Cyanide and lead were found at concentrations that exceed the SWQS.

The RI recommended that the landfill's soil cover be repaired and improved in places, exposed debris be covered, and the drainage swale running through the middle of the Site be stabilized.

On May 24, 1998, DNREC-SIRB issued the Proposed Plan of Remedial Action for the Frazier's Pit Site ("Proposed Plan"). Based on the results of the RI, DNREC-SIRB recommended that a deed restriction be placed on the property limiting it to industrial/commercial use as well as stating that no groundwater wells be installed, and no groundwater be withdrawn from any well, on the Site, without the prior written approval of DNREC-SIRB. The Proposed Plan additionally recommended that the landfill's soil cap be repaired, the shallow depressions on the landfill surface be filled, and stabilization of the drainage swale that runs through the middle of the Site be performed, as well as the establishment of a Ground Water Maintenance Zone ("GMZ") to restrict use of ground water for the potable water supply.

The Proposed Plan was advertised for public comment on May 24, 1998 and the comment period ended on June 15, 1998. DNREC-SIRB did not receive any public comments or a request for a hearing on the Proposed Plan.

In July 1998, DNREC-SIRB issued the Final Plan of Remedial Action ("Final Plan"), which contained DNREC-SIRB's final determination of the remedial action for the Site. The Final Plan consisted of the same remedial action that was contained in the Proposed Plan.

The restrictions to the deed for the 25.691acre portion of the tax parcel number ED-05-57.00-01-04 was recorded in the Kent County Recorder of Deeds, and identified in Deed Book 437, Page 345. The restrictions reflect that there will be no building, construction, drilling, digging, excavating, grading, earthmoving or any other land disturbing activities on the Site without the prior written approval of DNREC-SIRB. Furthermore, use of Site shall be restricted solely to those non-residential type uses permitted within Commercial, Manufacturing or Industrial Districts within the City of Dover. Additionally, no groundwater wells shall be installed, and no groundwater shall be withdrawn from any well, on the Site, without the prior written approval of DNREC-SIRB.

In October 2001, DNREC initiated a Memorandum of Agreement between the Division of Air and Waste Management ("DAWM") and the Division of Water Resources ("DWR") to establish a GMZ for the City of Dover. This GMZ includes the Site and will ensure that DAWM and DWR will mutually review any water well permit applications for the Site.

Therefore, based on its review, DNREC-SIRB certifies that a remedy consistent with HSCA and the Regulations has been completed at the Site, and the Site may be used in any manner consistent with the above-described deed restrictions. Non-compliance with the above-described deed restrictions which may result in a potential risk to public health, welfare or the environment shall, at DNREC-SIRB's discretion, render this Certification of Completion of Remedy null and void and require that additional remedies be performed at the Site.

Furthermore, pursuant to 7 Del. C. Section 9105 (e), any person who owns, operates or otherwise controls activities at the facility after the date of issuance of this Certification shall not, by virtue of that later ownership, operation or control, be liable for the release or imminent threat of release addressed in this Certification, or for any future release or imminent threat of release attributable to conditions existing prior to the issuance of this Certification.

Pursuant to 7 Del. C. § 9115(b), this Certification of Completion of Remedy does not become effective until it is filed with the Office of the Kent County Recorder of Deeds.

11.6.01
Date of Issuance

John Blevins
Director,
Division of Air and Waste Management

SWORN TO AND SUBSCRIBED before me this 6th day of November, 2001.

Elizabeth M. LaSorte
Notary Public
Name: Elizabeth M. LaSorte
My Commission Expires on April 30, 2004.

EML:slb
EML01079.doc
DE 0154 II I 4

STATE DOCUMENT FEE
Nov 7 4 20 PM '01
RECORDER OF DEEDS
KENT CO DELAWARE

MEMORANDUM

Department of Planning & Inspections
P.O. Box 475
Dover, Delaware 19903
Phone: 302.736.7196 Fax: 302.736.4217

DATE: May 2, 2016

TO: Legislative, Finance & Administration Committee

FROM: Ann Marie Townshend, AICP

SUBJECT: Bamboo at 125 Rodney Road

Neighbors of the property at 125 Rodney Road attended the open forum prior to the City Council meeting on Monday, April 11th to express their concerns about the invasive bamboo located on the property at 125 Rodney Road. This bamboo is encroaching on several neighboring properties in the area. The Department of Planning and Inspections has been trying to determine how best to address this invasive bamboo, recognizing several challenges: 1) the removal of the bamboo will likely expose the condition of the house and other issues of non-compliance with the property, generating additional complaints about the house itself; and 2) the cost of the bamboo removal is very high, and due to the invasive nature of the plant, we are concerned that the proposals we received would not keep the bamboo from growing back after removal.

Following April 11th, the Code Enforcement Supervisor met staff from the Department of Agriculture's invasive plant program at the property and discussed options for removal of the bamboo. The Department of Agriculture provided guidance, and I will be meeting with the Code Enforcement Supervisor, Grounds Division Supervisor, and the Public Works Director on May 10th to work on developing a plan of action for addressing the bamboo.

As I have more information available I will share it with the Committee.

CITY OF DOVER
LEGISLATIVE FINANCE AND ADMINISTRATION COMMITTEE
April 26, 2016

BUSINESS IMPROVEMENT DISTRICT -
ASSESSMENT (TAX) RATES FOR FISCAL YEAR 2016-2017

Submitted by: Cheryl A. Bundek, AAS

INTRODUCTION

The Business Improvement District (BID) Ordinance adopted by City Council requires that Council must adopt a BID budget and assessment every year. This report presents the proposed budget and assessment for fiscal year 2016-17.

ORDINANCE REQUIREMENT AND BUDGET

(A) Appendix D, Article III, Section 9(f) requires that a budget be submitted to City Council for consideration and approval.

For your consideration, we have attached the FY 2016-2017 budget showing BID tax revenue and the expenses charged against this revenue (Attachment A).

(B) For your consideration, we have also provided the tax calculation worksheet with recommended rates (Attachment B).

REQUEST FOR ACTION

We request Council to approve the following budget for fiscal year 2016-17 Attachment A, and Assessment (Tax) Rate for 2016-17 - Attachment B.

ATTACHMENT A

BUSINESS IMPROVEMENT DISTRICT

CASH RECEIPTS BUDGET FOR 2016-17

BID TAX REVENUE AND EXPENSES CHARGED AGAINST THIS REVENUE ADMINISTERED THROUGH CITY OF DOVER

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

1. The amount hereinafter named aggregating Forty-eight thousand, eight hundred, ($48,800) or so much thereof as may be necessary is hereby appropriated from current revenues and other funds for economic development purposes for the fiscal year beginning July 1, 2016, and ending June 30, 2017:

REVENUE	PROPOSED
Tax Revenue	$48,800
EXPENSES	
Personnel & Administration Expenses	$48,800

ATTACHMENT B

CITY OF DOVER
LEGISLATIVE FINANCE AND ADMINISTRATION COMMITTEE
April 26, 2016
BUSINESS IMPROVEMENT DISTRICT -
ASSESSMENT (TAX) RATES FOR FISCAL YEAR 2016-2017

BUSINESS IMPROVEMENT DISTRICT

TAX CALCULATION WORKSHEET

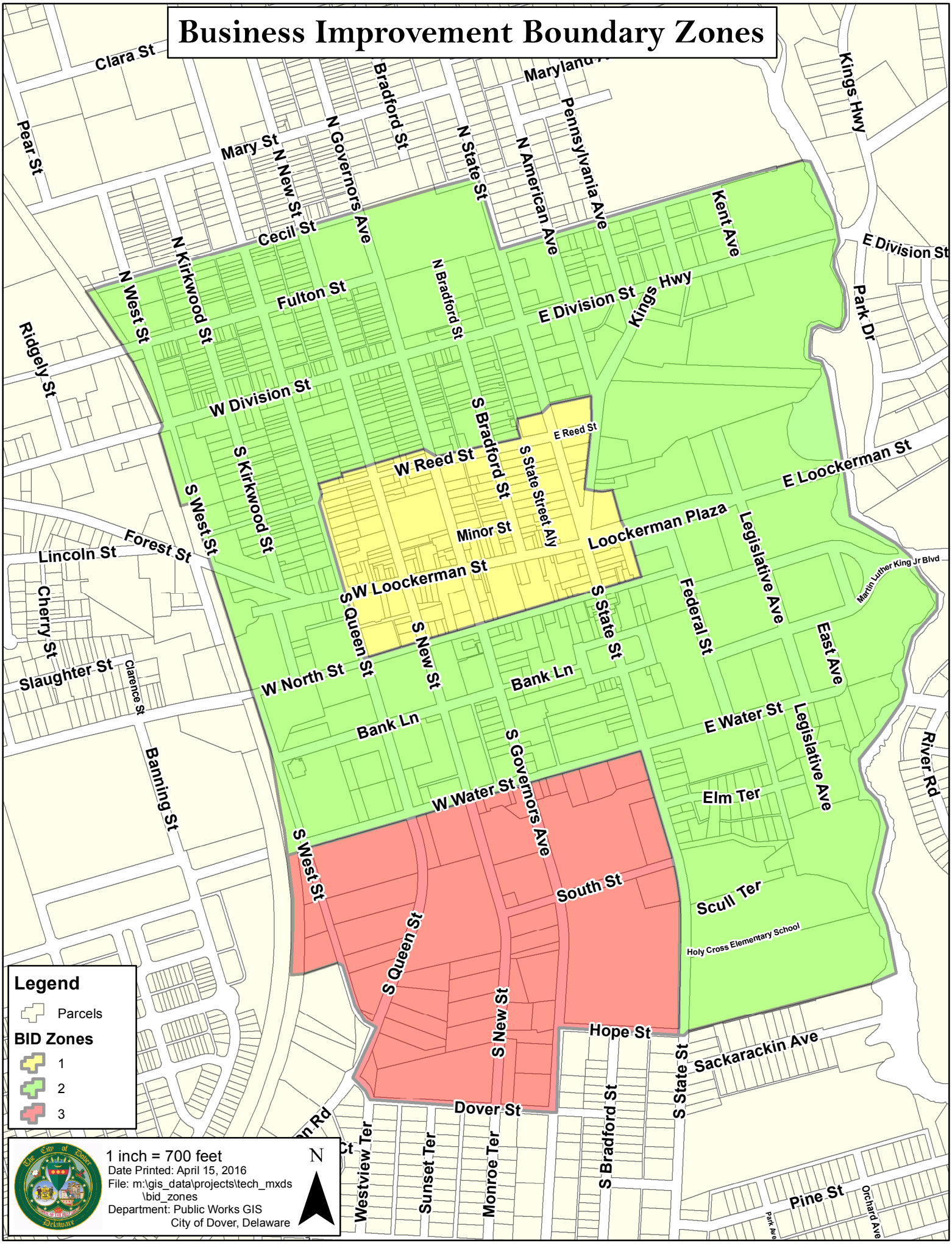
JULY 1, 2016 TO JUNE 30, 2017

	ZONE 1	ZONE 2	ZONE 3	TOTAL
Aggregate Assessments	$38,224,100	$60,526,700	$35,492,800	$134,243,600
Assessment Tax Rate per $100	0.0638	0.0322	0.0138	---
Revenue Raised	$24,400	$19,500	$4,900	$48,800
% Revenue Raised	50%	40%	10%	100%
Number of Parcels	113	105	41	259
Average Assessment	$216	$186	$120	$521

NOTE: These figures were estimated per the 2015 reassessed values. The revenue percentages by Zone are per the City of Dover Code Appendix D-Article III, Section 9(e).

Rate Change	**-1%**	**-1%**	**7.80%**

Business Improvement Boundary Zones



CITY OF DOVER PROPOSED ORDINANCE #2016-10

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

That Chapter 2 - Administration, Article IV - Officers and Employees, Division 8 - Deferred Compensation Plan of the Dover Code be amended by deleting the text indicated in red strikeout and inserting the bold, blue text, as follows:

DIVISION 8. - **DEFERRED COMPENSATION PLAN**

Sec. 2-391. - Definitions; interpretation.

(a) *Terms defined*. As indicated in this division, unless the context otherwise clearly indicates or the deferred compensation plans contradict, the following terms shall mean as indicated below:

Eligible employee means any person regularly employed in rendering service to the city on a full-time ~~**permanent**~~ basis who is not participating in any retirement plan to which the city contributes for them and whose compensation is paid directly by the city. An employee will be considered a full-time employee if he**/she** regularly works ~~**37½**~~ **40** ~~**or more**~~ hours each week.

Participant means any eligible employee of the city who has met all of the requirements for participation in the deferred compensation plan and has, upon employment, made an irrevocable election to participate in the deferred compensation plan as defined in this subsection (a) and who has satisfied all the conditions and requirements set forth in this division and in the provisions of the plans.

(Code 1981, § 2-211; Ord. of 4-25-1994; Ord. of 5-22-2000; Ord. of 6-12-2000; Ord. of 7-10-2000; Ord. of 9-11-2000)

Sec. 2-392. - Established; purpose.

There is hereby established the city employee deferred compensation plan. The purpose of the plan is to establish the basic terms and conditions under which employees shall participate in this plan. Further details, terms and conditions under which retirement, termination, and survivor benefits shall be provided to eligible employees are defined in the deferred compensation plan.

(Code 1981, § 2-212; Ord. of 4-25-1994; Ord. of 5-22-2000; Ord. of 6-12-2000; Ord. of 7-10-2000; Ord. of 9-11-2000)

Sec. 2-393. - Eligibility of participants.

Each eligible employee not drawing any retirement benefits from the city as of May 1, 1994, who makes an irrevocable decision to join the deferred compensation plan, shall, upon compliance with the provisions of this division, become a deferred compensation plan participant on May 1, 1994. Thereafter, each eligible employee who selects the deferred compensation plan upon employment shall become a participant in accordance with the plan. **All new employees, except police officers, hired after September 28, 2009 are required to join the defined contribution pension plan as defined in subsection 2-324.**

(Code 1981, § 2-213; Ord. of 4-25-1994; Ord. of 5-22-2000; Ord. of 7-10-2000)

Draft

Sec. 2-394. - Contributions.

(a) *Employee contributions*. For each year while a participant of the deferred compensation plan, a participant shall contribute, by payroll deductions, ~~an amount equal to at least three percent~~ **a percentage** of his**/her** compensation **as defined in the deferred compensation plan**, which shall be a participant's base pay, plus scheduled overtime, payment for being on-call, except those hours reported for being called out, and any retroactive pay corrections which involve any one of the mentioned payments, up to the legal limits as defined in the deferred compensation plan.

(b) *Employer contributions*. The city shall contribute an amount equal to each individual's employee contributions, to a maximum ~~of six percent~~ **percentage** of an employee's compensation **as defined in the deferred compensation plan**, which shall be a participant's base pay, plus scheduled overtime, payment for being on-call, except those hours reported for being called out, and any retroactive pay corrections which involve any one of the mentioned payments for each participant.

(c) *Treatment*. Treatment of contributions shall be handled in accordance with federal and state laws and the applicable provisions of section 2-341 pertaining to the general employee pension plan.

(Code 1981, § 2-214; Ord. of 4-25-1994; Ord. of 5-22-2000; Ord. of 6-12-2000; Ord. of 7-10-2000; Ord. of 9-11-2000)

ADOPTED: *

S:\ORDINANCES\2016\DRAFT\ORDINANCE #2016-10 CH 2 ADMINISTRATION, ART IV OFFICERS & EMPLOYEES, DIV 8 DEFERRED COMP\Ordinance #2016-10 Ch 2, Art IV, Div 8-Deferred Compensation-Rev. 1.wpd

Ssynopsis

The proposed amendments will change the 401A Money Purchase Plan required contributions in accordance with the DOE Collective Bargaining Agreement and the City of Dover Personnel Policy (Employee Handbook), and align definitions and eligibility requirements with existing policies.

(SPONSORS: COLE AND KOENIG)

Actions History

04/26/2016 - Scheduled for Further Discussion - Legislative, Finance, and Administration Committee
03/29/2016 - Deferred by Legislative, Finance, and Administration Committee for Further Discussion

Draft

Position	Department	Group	Base Amount	Retirement plan name	Annual Salary	City Contribution %
CITY MANAGER	City Manager Dept	Non Bargaining	$60.83	ICMA 401A Defined Contribution	126,526.40	3-6% matching
CONTROLLER/TREASURER	Finance Dept	Non Bargaining	$59.76	ICMA 401A Defined Contribution	124,300.80	3-6% matching
CHIEF OF POLICE	Law Enforcement Officers	Non Bargaining	$59.47	State Police Pension	123,697.60	13.77% regardless of match
ASST CITY MANAGER	City Manager Dept	Non Bargaining	$54.81	ICMA 401A Defined Contribution	114,004.80	3-6% matching
PLANNING & COMM DVLPMNT DIR.	Planning & Admin	Non Bargaining	$54.51	ICMA 401A Defined Contribution	113,380.80	3-6% matching
ELECTRIC DEPARTMENT DIRECTOR	Admin - Electric	Non Bargaining	$54.23	ICMA 401A Defined Contribution	112,798.40	3-6% matching
POLICE MAJOR	Law Enforcement Officers	Non Bargaining	$52.87	State Police Pension	109,969.60	13.77% regardless of match
POLICE CAPTAIN YEAR 26	Police	FOP	$51.38	State Police Pension	106,870.40	13.77% regardless of match
PUBLIC WORKS DIRECTOR	Admin - Public Works	Non Bargaining	$50.83	Defined Benefit	105,726.40	General Fund-57.9%
POLICE CAPTAIN YEAR 19	Police	FOP	$49.88	State Police Pension	103,750.40	13.77% regardless of match
POLICE LIEUTENANT YEAR 21	Police	FOP	$47.24	State Police Pension	98,259.20	13.77% regardless of match
POLICE LIEUTENANT YEAR 23	Police	FOP	$47.24	State Police Pension	98,259.20	13.77% regardless of match
POLICE LIEUTENANT YEAR 21	Police	FOP	$47.24	State Police Pension	98,259.20	13.77% regardless of match
POLICE LIEUTENANT YEAR 19	Police	FOP	$46.30	State Police Pension	96,304.00	13.77% regardless of match
POLICE SERGEANT YEAR 29	Police	FOP	$44.37	State Police Pension	92,289.60	13.77% regardless of match
POLICE SERGEANT YEAR 23	Police	FOP	$44.37	State Police Pension	92,289.60	13.77% regardless of match
POLICE SERGEANT YEAR 21	Police	FOP	$44.37	State Police Pension	92,289.60	13.77% regardless of match
City Clerk/Dir CouncilAffairs&Constituent Svc	City Clerk Dept	Non Bargaining	$44.14	Defined Benefit	91,811.20	General Fund-57.9%
POLICE SERGEANT YEAR 19	Police	FOP	$43.93	State Police Pension	91,374.40	13.77% regardless of match
POLICE SERGEANT YEAR 17	Police	FOP	$43.06	State Police Pension	89,564.80	13.77% regardless of match
POLICE SERGEANT YEAR 17	Police	FOP	$43.06	State Police Pension	89,564.80	13.77% regardless of match
POLICE SERGEANT YEAR 16	Police	FOP	$42.64	State Police Pension	88,691.20	13.77% regardless of match
HUMAN RESOURCES DIRECTOR	Human Resources Dept	Non Bargaining	$42.32	Defined Benefit	88,025.60	General Fund-57.9%
POLICE SERGEANT YEAR 14	Police	FOP	$41.80	State Police Pension	86,944.00	13.77% regardless of match
INFORMATION TECHNOLOGY DIR.	Info & Technology Dept	Non Bargaining	$41.77	Defined Benefit	86,881.60	General Fund-57.9%
POLICE SERGEANT YEAR 13	Police	FOP	$41.38	State Police Pension	86,070.40	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 21	Police	FOP	$40.87	State Police Pension	85,009.60	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 21	Police	FOP	$40.87	State Police Pension	85,009.60	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 19	Police	FOP	$40.87	State Police Pension	85,009.60	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 28	Police	FOP	$40.87	State Police Pension	85,009.60	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 21	Police	FOP	$40.87	State Police Pension	85,009.60	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 19	Police	FOP	$40.87	State Police Pension	85,009.60	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 21	Police	FOP	$40.87	State Police Pension	85,009.60	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 21	Police	FOP	$40.87	State Police Pension	85,009.60	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 17	Police	FOP	$40.06	State Police Pension	83,324.80	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 17	Police	FOP	$40.06	State Police Pension	83,324.80	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 15	Police	FOP	$39.27	State Police Pension	81,681.60	13.77% regardless of match
LINE CREW SUPERINTENDENT	Transmission/Distribution	Non Bargaining	$38.93	Defined Benefit	80,974.40	Electric-35.9%
POLICE MASTER CORPORAL YEAR 14	Police	FOP	$38.88	State Police Pension	80,870.40	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 14	Police	FOP	$38.88	State Police Pension	80,870.40	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 13	Police	FOP	$38.49	State Police Pension	80,059.20	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 13	Police	FOP	$38.49	State Police Pension	80,059.20	13.77% regardless of match
ASSISTANT CONTROLLER TREASURER	Finance Dept	Non Bargaining	$38.46	ICMA 401A Defined Contribution	79,996.80	3-6% matching
POLICE MASTER CORPORAL YEAR 12	Police	FOP	$38.11	State Police Pension	79,268.80	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 12	Police	FOP	$38.11	State Police Pension	79,268.80	13.77% regardless of match
POLICE MASTER CORPORAL YEAR 12	Police	FOP	$38.11	State Police Pension	79,268.80	13.77% regardless of match
WATER/WASTEWATER MANAGER	Engineering	Non Bargaining	$38.05	Defined Benefit	79,144.00	Water-Wastewater-46%
POLICE CORPORAL YEAR 16	Police	FOP	$37.38	State Police Pension	77,750.40	13.77% regardless of match
POLICE CORPORAL YEAR 14	Police	FOP	$37.38	State Police Pension	77,750.40	13.77% regardless of match
POLICE CORPORAL YEAR 20	Police	FOP	$37.38	State Police Pension	77,750.40	13.77% regardless of match
POLICE CORPORAL YEAR 16	Police	FOP	$37.38	State Police Pension	77,750.40	13.77% regardless of match
POLICE CORPORAL YEAR 20	Police	FOP	$37.38	State Police Pension	77,750.40	13.77% regardless of match
LIBRARY DIRECTOR	Library	Non Bargaining	$37.10	Defined Benefit	77,168.00	General Fund-57.9%
LINEWORKER CREW LEADER STEP 4	Transmission/Distribution	IBEW Electric	$37.04	Defined Benefit	77,043.20	Electric-35.9%
POLICE CORPORAL YEAR 13	Police	FOP	$37.01	State Police Pension	76,980.80	13.77% regardless of match
POLICE CORPORAL YEAR 13	Police	FOP	$37.01	State Police Pension	76,980.80	13.77% regardless of match
POLICE CORPORAL YEAR 13	Police	FOP	$37.01	State Police Pension	76,980.80	13.77% regardless of match
POLICE CORPORAL YEAR 13	Police	FOP	$37.01	State Police Pension	76,980.80	13.77% regardless of match
POLICE CORPORAL YEAR 12	Police	FOP	$36.65	State Police Pension	76,232.00	13.77% regardless of match
POLICE RESOURCES MGR.	Police Civilians	AFSCME	$36.60	ICMA 401A Defined Contribution	76,128.00	3-6% matching
LINEWORKER CREW LEADER STEP 4	Transmission/Distribution	IBEW Electric	$36.54	Defined Benefit	76,003.20	Electric-35.9%
LINEWORKER CREW LEADER STEP 4	Transmission/Distribution	IBEW Electric	$36.54	Defined Benefit	76,003.20	Electric-35.9%
FINANCIAL REPORTING & ACCT MGR	Finance Dept	Non Bargaining	$36.47	Defined Benefit	75,857.60	General Fund-57.9%
POLICE CORPORAL YEAR 11	Police	FOP	$36.28	State Police Pension	75,462.40	13.77% regardless of match
POLICE CORPORAL YEAR 11	Police	FOP	$36.28	State Police Pension	75,462.40	13.77% regardless of match
POLICE CORPORAL YEAR 11	Police	FOP	$36.28	State Police Pension	75,462.40	13.77% regardless of match
POLICE CORPORAL YEAR 11	Police	FOP	$36.28	State Police Pension	75,462.40	13.77% regardless of match
POLICE CORPORAL YEAR 11	Police	FOP	$36.28	State Police Pension	75,462.40	13.77% regardless of match
POLICE CORPORAL YEAR 10	Police	FOP	$35.93	State Police Pension	74,734.40	13.77% regardless of match
POLICE CORPORAL YEAR 10	Police	FOP	$35.93	State Police Pension	74,734.40	13.77% regardless of match
SYSTEM OPERATOR CREWLEADER STEP 4	System Operations	IBEW Electric	$34.74	Defined Benefit	72,259.20	Electric-35.9%

City of Dover - General Pension Plan

	General Fund	Water /Wastewate Fund	Electric Fund	Plan Provisions
Employee Contributions	3.5%	3.5%	3.5%	All participants required to contribute 3.5% of base pay plus scheduled O/T and On-call pay
Employer Contributions				
Normal Cost	5.47%	6.55%	3.65%	Normal Cost is the percentage of base pay as calculated by the actuary to cover future pension benefits of participants for current and future service years up until the date the actuary has projected for the participants retirement. If the plan was fully funded, this is the amount that would be budgeted.
Amortization of the Unfunded Liability	52.43%	39.45%	32.25%	The percentage of base pay as calculated by the actuary to cover the gap between the assets needed to fund particpants future benefits and the actual value of the assets as of the date of the actuarial valuation.
Total Employer Contributions	57.90%	46.00%	35.90%	

Govermental accounting standards requires actuary studies to be completed every other year. They also require the liabilities to be shown by Fund. Each Fund will have it's own percentage based on the actual employer contributions, demographics of the population, retirees, and number of individuals in the plan by Fund.

	57.90%	46.00%	35.90%

City of Dover - General Pension Plan

Position	Department	Group	Base Amount	Retirement plan name	Annual Salary	City Contribution %
POLICE CORPORAL YEAR 9	Police	FOP	$34.54	State Police Pension	71,843.20	13.77% regardless of match
LINEMAN 1ST CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$34.14	Defined Benefit	71,011.20	Electric-35.9%
LINEMAN 1ST CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$34.14	Defined Benefit	71,011.20	Electric-35.9%
LINEMAN 1ST CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$34.14	Defined Benefit	71,011.20	Electric-35.9%
LINEMAN 1ST CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$34.14	Defined Benefit	71,011.20	Electric-35.9%
LINEMAN 1ST CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$34.14	Defined Benefit	71,011.20	Electric-35.9%
LINEMAN 1ST CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$34.14	Defined Benefit	71,011.20	Electric-35.9%
LINEMAN 1ST CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$34.14	Defined Benefit	71,011.20	Electric-35.9%
CONTRACT & PROCUREMENT MANAGER	Central Serv - Admin & Warehouse	**Non Bargaining**	$34.07	**Defined Benefit**	70,865.60	General Fund-57.9%
ENG. SERVICES & SYSTEM OPS SUP	Electric Engineering	Non Bargaining	$33.92	ICMA 401A Defined Contribution	70,553.60	3-6% matching
PRINCIPAL PLANNER	Planning & Admin	Non Bargaining	$33.75	ICMA 401A Defined Contribution	70,200.00	3-6% matching
WATER PRODUCTION SUPERVISOR	Water Treatment Plant	Non Bargaining	$33.49	ICMA 401A Defined Contribution	69,659.20	3-6% matching
PATROLMAN FIRST CLASS YEAR 10	Police	FOP	$33.22	State Police Pension	69,097.60	13.77% regardless of match
CHIEF BUILDING INSPECTOR	Inspections & Licensing	AFSCME	$33.01	Defined Benefit	68,660.80	General Fund-57.9%
CUSTOMER SERVICES MANAGER	Customer Services	**Non Bargaining**	$32.95	**Defined Benefit**	68,536.00	General Fund-57.9%
SYSTEM OPERATOR II STEP 4	System Operations	IBEW Electric	$32.63	ICMA 401A Defined Contribution	67,870.40	3-6% matching
SYSTEM OPERATOR II STEP 4	System Operations	IBEW Electric	$32.63	ICMA 401A Defined Contribution	67,870.40	3-6% matching
SYSTEM OPERATOR II STEP 4	System Operations	IBEW Electric	$32.63	Defined Benefit	67,870.40	Electric-35.9%
ENGINEERING FIELDMAN CRWLEADER STEP 4	Electric Engineering	IBEW Electric	$32.63	Defined Benefit	67,870.40	Electric-35.9%
SENIOR COMPUTER PROGR.ANALYST	Info & Technology Dept	AFSCME	$32.32	Defined Benefit	67,225.60	General Fund-57.9%
ECONOMIC DEVELOPMENT MANAGER	Economic Development	Non Bargaining	$32.25	ICMA 401A Defined Contribution	67,080.00	3-6% matching
ELECTRICAL ENGINEER I	Electric Engineering	AFSCME	$31.99	ICMA 401A Defined Contribution	66,539.20	3-6% matching
WATER/WASTE MAINTENANCE SUPER.	Water	Non Bargaining	$31.94	ICMA 401A Defined Contribution	66,435.20	3-6% matching
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 8	Police	FOP	$31.94	State Police Pension	66,435.20	13.77% regardless of match
ENGINEERING FIELDMAN II STEP 4	Electric Engineering	IBEW Electric	$31.12	Defined Benefit	64,729.60	Electric-35.9%
VICTIM SERVICES COORDINATOR	Police Civilians	AFSCME	$30.92	Defined Benefit	64,313.60	General Fund-57.9%
PATROLMAN FIRST CLASS YEAR 7	Police	FOP	$30.71	State Police Pension	63,876.80	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 7	Police	FOP	$30.71	State Police Pension	63,876.80	13.77% regardless of match
GIS MANAGER	Admin	Non Bargaining	$30.35	ICMA 401A Defined Contribution	63,128.00	3-6% matching
SYSTEM OPERATOR 1 STEP 3	System Operations	IBEW Electric	$30.21	ICMA 401A Defined Contribution	62,836.80	3-6% matching
CITY ASSESSOR	Tax Assessor Dept	Non Bargaining	$30.16	ICMA 401A Defined Contribution	62,732.80	3-6% matching
911 SUPERVISOR	Police Civilians	AFSCME	$29.95	Defined Benefit	62,296.00	General Fund-57.9%
LINEMAN 2ND CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$29.66	ICMA 401A Defined Contribution	61,692.80	3-6% matching
LINEMAN 2ND CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$29.66	Defined Benefit	61,692.80	Electric-35.9%
LINEMAN 2ND CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$29.66	Defined Benefit	61,692.80	Electric-35.9%
PATROLMAN FIRST CLASS YEAR 6	Police	FOP	$29.53	State Police Pension	61,422.40	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 6	Police	FOP	$29.53	State Police Pension	61,422.40	13.77% regardless of match
ENVIRONMENTAL SCIENTIST	Engineering PW	Non Bargaining	$29.00	ICMA 401A Defined Contribution	60,320.00	3-6% matching
ELECTRIC DRAFTMAN III STEP 4	Electric Engineering	IBEW Electric	$28.91	Defined Benefit	60,132.80	Electric-35.9%
SCADA TECHNICIAN II STEP 3	Electric Engineering	IBEW Electric	$28.79	ICMA 401A Defined Contribution	59,883.20	3-6% matching
CONSTRUCTION MANAGER	Engineering	Non Bargaining	$28.41	ICMA 401A Defined Contribution	59,092.80	3-6% matching
PATROLMAN FIRST CLASS YEAR 5	Police	FOP	$28.39	State Police Pension	59,051.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 5	Police	FOP	$28.39	State Police Pension	59,051.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 5	Police	FOP	$28.39	State Police Pension	59,051.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 5	Police	FOP	$28.39	State Police Pension	59,051.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 5	Police	FOP	$28.39	State Police Pension	59,051.20	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 5	Police	FOP	$28.39	State Police Pension	59,051.20	13.77% regardless of match
EMERGENCY MANAGEMENT COORD	City Manager Dept	AFSCME	$28.39	ICMA 401A Defined Contribution	59,051.20	3-6% matching
ELECTRICIAN II STEP 4	Facilities Maintenance	IBEW Electric	$28.34	Defined Benefit	58,947.20	General Fund-57.9%
ELECTRIC METER TECH CREWLEADER STEP 4	Transmission/Distribution	IBEW Electric	$28.34	Defined Benefit	58,947.20	Electric-35.9%
LAN ANALYST	Police Civilians	AFSCME	$28.17	Defined Benefit	58,593.60	General Fund-57.9%
PLANNER I	Planning & Admin	AFSCME	$28.13	ICMA 401A Defined Contribution	58,510.40	3-6% matching
ELECTRICAL ENGINEER I	Electric Engineering	AFSCME	$28.13	ICMA 401A Defined Contribution	58,510.40	3-6% matching
PATROLMAN FIRST CLASS YEAR 4	Police	FOP	$27.30	State Police Pension	56,784.00	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 4	Police	FOP	$27.30	State Police Pension	56,784.00	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 4	Police	FOP	$27.30	State Police Pension	56,784.00	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 4	Police	FOP	$27.30	State Police Pension	56,784.00	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 4	Police	FOP	$27.30	State Police Pension	56,784.00	13.77% regardless of match
PATROLMAN FIRST CLASS YEAR 4	Police	FOP	$27.30	State Police Pension	56,784.00	13.77% regardless of match
INSPECTOR III	Life Safety	Non Bargaining	$27.23	ICMA 401A Defined Contribution	56,638.40	3-6% matching
CRIME ANALYST/ACCREDITATION MANAGER	Police Civilians	AFSCME	$27.16	ICMA 401A Defined Contribution	56,492.80	3-6% matching
SUBSTATION TECHNICIAN II STEP 4	Electric Engineering	IBEW Electric	$27.10	ICMA 401A Defined Contribution	56,368.00	3-6% matching
ELECTRIC METER TECHNICIAN II STEP 4	Transmission/Distribution	IBEW Electric	$27.10	Defined Benefit	56,368.00	Electric-35.9%

City of Dover - General Pension Plan

Position	Department	Group	Base Amount	Retirement plan name	Annual Salary	City Contribution %
LIBRARIAN II	Library	AFSCME	$26.85	Defined Benefit	55,848.00	General Fund-57.9%
LIBRARIAN I	Library	AFSCME	$26.82	ICMA 401A Defined Contribution	55,785.60	3-6% matching
INSPECTOR II STEP 15	Code Enforcement Div	DOE	$26.79	Defined Benefit	55,723.20	General Fund-57.9%
PUBLIC WORKS INSPECTOR STEP 15	Engineering	DOE	$26.79	ICMA 401A Defined Contribution	55,723.20	3-6% matching
FIELD SUPERVISOR II	Vehicle Maintenance	Non Bargaining	$26.78	ICMA 401A Defined Contribution	55,702.40	3-6% matching
ASST LIBRARY DIRECTOR	Library	Non Bargaining	$26.74	ICMA 401A Defined Contribution	55,619.20	3-6% matching
INSPECTOR III	Code Enforcement Div	**Non Bargaining**	$26.53	**Defined Benefit**	55,182.40	General Fund-57.9%
CUSTOMER SERVICE SUPERVISOR	Customer Services	**Non Bargaining**	$26.07	**Defined Benefit**	54,225.60	General Fund-57.9%
LINEMAN 3RD CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$25.96	ICMA 401A Defined Contribution	53,996.80	3-6% matching
LINEMAN 3RD CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$25.96	Defined Benefit	53,996.80	Electric-35.9%
LINEMAN 3RD CLASS II STEP 4	Transmission/Distribution	IBEW Electric	$25.96	ICMA 401A Defined Contribution	53,996.80	3-6% matching
CIVIL ENGINEER I	Engineering	AFSCME	$25.84	ICMA 401A Defined Contribution	53,747.20	3-6% matching
CIVIL ENGINEER I	Engineering	AFSCME	$25.84	ICMA 401A Defined Contribution	53,747.20	3-6% matching
PATROLMAN YEAR 3	Police	FOP	$25.73	State Police Pension	53,518.40	13.77% regardless of match
PATROLMAN YEAR 3	Police	FOP	$25.73	State Police Pension	53,518.40	13.77% regardless of match
PATROLMAN YEAR 3	Police	FOP	$25.73	State Police Pension	53,518.40	13.77% regardless of match
ACCOUNTANT II	Finance Dept	AFSCME	$25.68	Defined Benefit	53,414.40	General Fund-57.9%
Asst City Clerk/Dep Dir CouncilAffrs&Const Sv	City Clerk Dept	Non Bargaining	$25.62	ICMA 401A Defined Contribution	53,289.60	3-6% matching
MECHANIC II STEP 15	Vehicle Maintenance	DOE	$25.53	Defined Benefit	53,102.40	General Fund-57.9%
BLDG. MAINT. CRAFTSPERSON II STEP 15	Facilities Maintenance	DOE	$25.53	Defined Benefit	53,102.40	General Fund-57.9%
MECHANIC II STEP 15	Vehicle Maintenance	DOE	$25.53	ICMA 401A Defined Contribution	53,102.40	3-6% matching
SPORTS COORDINATOR	Recreation	AFSCME	$25.32	ICMA 401A Defined Contribution	52,665.60	3-6% matching
INSPECTOR II STEP 12	Inspections & Licensing	DOE	$25.01	ICMA 401A Defined Contribution	52,020.80	3-6% matching
INSPECTOR II STEP 12	Life Safety	DOE	$25.01	ICMA 401A Defined Contribution	52,020.80	3-6% matching
INSPECTOR II STEP 12	Inspections & Licensing	DOE	$25.01	Defined Benefit	52,020.80	General Fund-57.9%
PATROLMAN YEAR 2	Police	FOP	$24.76	State Police Pension	51,500.80	13.77% regardless of match
PATROLMAN YEAR 2	Police	FOP	$24.76	State Police Pension	51,500.80	13.77% regardless of match
PATROLMAN YEAR 2	Police	FOP	$24.76	State Police Pension	51,500.80	13.77% regardless of match
PATROLMAN YEAR 2	Police	FOP	$24.76	State Police Pension	51,500.80	13.77% regardless of match
PATROLMAN YEAR 2	Police	FOP	$24.76	State Police Pension	51,500.80	13.77% regardless of match
PATROLMAN YEAR 2	Police	FOP	$24.76	State Police Pension	51,500.80	13.77% regardless of match
PATROLMAN YEAR 2	Police	FOP	$24.76	State Police Pension	51,500.80	13.77% regardless of match
PATROLMAN YEAR 2	Police	FOP	$24.76	State Police Pension	51,500.80	13.77% regardless of match
COMMUNICATIONS OPERATOR STEP 15	Police Civilians	DOE	$24.36	Defined Benefit	50,668.80	General Fund-57.9%
COMMUNICATIONS OPERATOR STEP 15	Police Civilians	DOE	$24.36	Defined Benefit	50,668.80	General Fund-57.9%
COMMUNICATIONS OPERATOR STEP 15	Police Civilians	DOE	$24.36	Defined Benefit	50,668.80	General Fund-57.9%
COMMUNICATIONS OPERATOR STEP 15	Police Civilians	DOE	$24.36	Defined Benefit	50,668.80	General Fund-57.9%
RECREATION CENTER COORDINATOR	Recreation	Non Bargaining	$24.28	ICMA 401A Defined Contribution	50,502.40	3-6% matching
FIELD SUPERVISOR II	Grounds	Non Bargaining	$24.04	ICMA 401A Defined Contribution	50,003.20	3-6% matching
PATROLMAN YEAR 1	Police	FOP	$24.04	State Police Pension	50,003.20	13.77% regardless of match
PATROLMAN YEAR 1	Police	FOP	$24.04	State Police Pension	50,003.20	13.77% regardless of match
PATROLMAN YEAR 1	Police	FOP	$24.04	State Police Pension	50,003.20	13.77% regardless of match
PATROLMAN YEAR 1	Police	FOP	$24.04	State Police Pension	50,003.20	13.77% regardless of match
PATROLMAN YEAR 1	Police	FOP	$24.04	State Police Pension	50,003.20	13.77% regardless of match
PATROLMAN YEAR 1	Police	FOP	$24.04	State Police Pension	50,003.20	13.77% regardless of match
PATROLMAN YEAR 1	Police	FOP	$24.04	State Police Pension	50,003.20	13.77% regardless of match
WATER TRTMENT PLT. OPERATOR II STEP 12	Water Treatment Plant	DOE	$23.83	Defined Benefit	49,566.40	Water-Wastewater-46%
WATER TRTMENT PLT. OPERATOR II STEP 12	Water Treatment Plant	DOE	$23.83	ICMA 401A Defined Contribution	49,566.40	3-6% matching
WATER TRTMENT PLT. OPERATOR II STEP 12	Water Treatment Plant	DOE	$23.83	Defined Benefit	49,566.40	Water-Wastewater-46%
UTILITY MAINTENANCE MECHANIC II STEP 15	Water Treatment Plant	DOE	$23.83	Defined Benefit	49,566.40	Water-Wastewater-46%
UTILITY MAINTENANCE MECHANIC II STEP 12	Wastewater	DOE	$23.83	ICMA 401A Defined Contribution	49,566.40	3-6% matching
ELECTRIC METER TECHNICIAN I STEP 4	Transmission/Distribution	IBEW Electric	$23.76	Defined Benefit	49,420.80	Electric-35.9%
CIVIL ENGINEER I	Engineering PW	AFSCME	$23.65	ICMA 401A Defined Contribution	49,192.00	3-6% matching
HUMAN RESOURCES COORDINATOR	Human Resources Dept	**Non Bargaining**	$23.57	**Defined Benefit**	49,025.60	General Fund-57.9%
FIRE DISPATCHER STEP 15	Fire Dept	DOE	$23.32	Defined Benefit	48,505.60	General Fund-57.9%
CREW LEADER STEP 15	Water	DOE	$23.32	ICMA 401A Defined Contribution	48,505.60	3-6% matching
FIRE DISPATCHER STEP 15	Fire Dept	DOE	$23.32	Defined Benefit	48,505.60	General Fund-57.9%
ACCOUNT CLERK III	Customer Services	AFSCME	$23.25	ICMA 401A Defined Contribution	48,360.00	3-6% matching
FIELD SERVICE REP III	Metering	AFSCME	$23.25	Defined Benefit	48,360.00	Electric-35.9%
ACCOUNTANT II	Finance Dept	AFSCME	$22.95	ICMA 401A Defined Contribution	47,736.00	3-6% matching
ADMINISTRATIVE ASSISTANT	Admin	AFSCME	$22.79	Defined Benefit	47,403.20	General Fund-57.9%
RECREATION PROGRAM SPECIALIST	Recreation	AFSCME	$22.53	ICMA 401A Defined Contribution	46,862.40	3-6% matching
CREW LEADER STEP 13	Sanitation	DOE	$22.41	ICMA 401A Defined Contribution	46,612.80	3-6% matching
ARBORIST STEP 15	Grounds	DOE	$22.36	Defined Benefit	46,508.80	General Fund-57.9%
ARBORIST STEP 15	Grounds	DOE	$22.36	Defined Benefit	46,508.80	General Fund-57.9%
RECORDS UNIT SUPERVISOR	Police Civilians	AFSCME	$22.32	ICMA 401A Defined Contribution	46,425.60	3-6% matching
ADMINISTRATIVE ASSISTANT	Human Resources Dept	Non Bargaining	$21.86	ICMA 401A Defined Contribution	45,468.80	3-6% matching
WATER TRTMENT PLT. OPERATOR II STEP 13	Water Treatment Plant	DOE	$21.81	ICMA 401A Defined Contribution	45,364.80	3-6% matching
DOWNTOWN COORDINATOR	Economic Development	AFSCME	$21.75	ICMA 401A Defined Contribution	45,240.00	3-6% matching
PATROLMAN ACADEMY	Police	FOP	$21.64	State Police Pension	45,011.20	13.77% regardless of match
PATROLMAN ACADEMY	Police	FOP	$21.64	State Police Pension	45,011.20	13.77% regardless of match

City of Dover - General Pension Plan

Position	Department	Group	Base Amount	Retirement plan name	Annual Salary	City Contribution %
PATROLMAN ACADEMY	Police	FOP	$21.64	State Police Pension	45,011.20	13.77% regardless of match
PUBLIC WORKS INSPECTOR STEP 7	Engineering PW	DOE	$21.57	ICMA 401A Defined Contribution	44,865.60	3-6% matching
LAN ANALYST	Info & Technology Dept	AFSCME	$21.54	ICMA 401A Defined Contribution	44,803.20	3-6% matching
WATER TRTMENT PLT. OPERATOR I STEP 15	Water Treatment Plant	DOE	$21.44	Defined Benefit	44,595.20	Water-Wastewater-46%
MOTOR EQUIPMENT OPERATOR III STEP 15	Sanitation	DOE	$21.44	Defined Benefit	44,595.20	General Fund-57.9%
HEAVY EQUIPMENT OPERATOR I STEP 15	Water	DOE	$21.44	Defined Benefit	44,595.20	Water-Wastewater-46%
LEAD LABORER STEP 15	Streets	DOE	$21.44	Defined Benefit	44,595.20	General Fund-57.9%
STOREKEEPER/BUYER I STEP 15	Central Serv - Admin & Warehouse	DOE	$21.44	Defined Benefit	44,595.20	General Fund-57.9%
PLANNER I	Planning & Admin	AFSCME	$21.31	ICMA 401A Defined Contribution	44,324.80	3-6% matching
ADMINISTRATIVE ASSISTANT	Library	AFSCME	$21.26	Defined Benefit	44,220.80	General Fund-57.9%
LEAD LABORER STEP 14	Grounds	DOE	$21.02	Defined Benefit	43,721.60	General Fund-57.9%
STOREKEEPER/BUYER I STEP 14	Central Serv - Admin & Warehouse	DOE	$21.02	ICMA 401A Defined Contribution	43,721.60	3-6% matching
LIBRARIAN I	Library	AFSCME	$21.01	ICMA 401A Defined Contribution	43,700.80	3-6% matching
UTILITY CONSTRUCTION CREW LDR STEP 6	Water	DOE	$20.94	Defined Benefit	43,555.20	Water-Wastewater-46%
ADMINISTRATIVE ASSISTANT	Admin	AFSCME	$20.92	Defined Benefit	43,513.60	General Fund-57.9%
LAN ANALYST	Police Civilians	AFSCME	$20.91	ICMA 401A Defined Contribution	43,492.80	3-6% matching
Asst to Dir Council Affairs & Constituent Svc	City Clerk Dept	Non Bargaining	$20.87	ICMA 401A Defined Contribution	43,409.60	3-6% matching
ADMINISTRATIVE ASSISTANT	Recreation	AFSCME	$20.83	Defined Benefit	43,326.40	General Fund-57.9%
PAYROLL SPECIALIST	Finance Dept	Non Bargaining	$20.76	ICMA 401A Defined Contribution	43,180.80	3-6% matching
ADMINISTRATIVE ASSISTANT	Admin - Public Utilities	AFSCME	$20.74	ICMA 401A Defined Contribution	43,139.20	3-6% matching
FIELD SUPERVISOR I	Streets	Non Bargaining	$20.67	ICMA 401A Defined Contribution	42,993.60	3-6% matching
MOTOR EQUIPMENT OPERATOR III STEP 13	Sanitation	DOE	$20.61	Defined Benefit	42,868.80	General Fund-57.9%
MECHANIC I STEP 13	Vehicle Maintenance	DOE	$20.61	Defined Benefit	42,868.80	General Fund-57.9%
CUSTOMER SERVICE CLERK II STEP 15	Customer Services	DOE	$20.53	ICMA 401A Defined Contribution	42,702.40	3-6% matching
LIBRARY ASSISTANT STEP 15	Library	DOE	$20.53	Defined Benefit	42,702.40	General Fund-57.9%
FIELD SERVICE REP II STEP 15	Metering	DOE	$20.53	Defined Benefit	42,702.40	Electric-35.9%
ACCOUNT CLERK II STEP 15	Finance Dept	DOE	$20.53	ICMA 401A Defined Contribution	42,702.40	3-6% matching
ACCOUNT CLERK II STEP 15	Admin - Public Utilities	DOE	$20.53	Defined Benefit	42,702.40	General Fund-57.9%
CUSTOMER SERVICE CLERK II STEP 15	Customer Services	DOE	$20.53	Defined Benefit	42,702.40	General Fund-57.9%
CUSTOMER SERVICE CLERK II STEP 15	Customer Services	DOE	$20.53	ICMA 401A Defined Contribution	42,702.40	3-6% matching
FIELD SERVICE REP II STEP 15	Metering	DOE	$20.53	ICMA 401A Defined Contribution	42,702.40	3-6% matching
POLICE CLERK II/III STEP 15	Police Civilians	DOE	$20.53	Defined Benefit	42,702.40	General Fund-57.9%
FIELD SERVICE REP II STEP 15	Metering	DOE	$20.53	Defined Benefit	42,702.40	Electric-35.9%
LIBRARIAN I	Library	AFSCME	$20.49	ICMA 401A Defined Contribution	42,619.20	3-6% matching
GROUNDWORKER II STEP 2	Transmission/Distribution	IBEW Electric	$20.40	ICMA 401A Defined Contribution	42,432.00	3-6% matching
COMMUNICATIONS OPERATOR STEP 8	Police Civilians	DOE	$20.20	Defined Benefit	42,016.00	General Fund-57.9%
PLANNER I	Planning & Admin	AFSCME	$20.00	ICMA 401A Defined Contribution	41,600.00	General Fund-57.9%
ADMINISTRATIVE ASSISTANT	Police Civilians	AFSCME	$19.70	Defined Benefit	40,976.00	General Fund-57.9%
MOTOR EQUIPMENT OPERATOR II STEP 15	Streets	DOE	$19.68	ICMA 401A Defined Contribution	40,934.40	3-6% matching
SECRETARY II STEP 15	Planning & Admin	DOE	$19.68	ICMA 401A Defined Contribution	40,934.40	3-6% matching
SIGN/STREET PAINTER STEP 15	Streets	DOE	$19.68	Defined Benefit	40,934.40	General Fund-57.9%
COMMUNICATIONS OPERATOR STEP 7	Police Civilians	DOE	$19.62	ICMA 401A Defined Contribution	40,809.60	3-6% matching
GIS TECHNICIAN	Admin	AFSCME	$19.35	Defined Benefit	40,248.00	General Fund-57.9%
MOTOR EQUIPMENT OPERATOR II STEP 14	Sanitation	DOE	$19.29	ICMA 401A Defined Contribution	40,123.20	3-6% matching
MOTOR EQUIPMENT OPERATOR II STEP 13	Sanitation	DOE	$18.91	Defined Benefit	39,332.80	General Fund-57.9%
LIBRARY CLERK I STEP 15	Library	DOE	$18.85	ICMA 401A Defined Contribution	39,208.00	3-6% matching
CUSTODIAN II STEP 15	Facilities Maintenance	DOE	$18.85	Defined Benefit	39,208.00	General Fund-57.9%
COMMUNICATIONS OPERATOR STEP 5	Police Civilians	DOE	$18.49	Defined Benefit	38,459.20	General Fund-57.9%
ANIMAL CONTROL OFFICER STEP 14	Police Civilians	DOE	$18.48	Defined Benefit	38,438.40	General Fund-57.9%
ACCOUNT CLERK III	Customer Services	AFSCME	$18.38	ICMA 401A Defined Contribution	38,230.40	3-6% matching
SMALL ENGINE MECHANIC STEP 12	Grounds	DOE	$18.36	Defined Benefit	38,188.80	General Fund-57.9%
SEX OFFENDER REGISTRY ENFORECEMENT AGENT	Police Civilians	AFSCME	$18.18	ICMA 401A Defined Contribution	37,814.40	3-6% matching
Licensing & Permitting Supervisor	Inspections & Licensing	AFSCME	$18.16	Defined Benefit	37,772.80	General Fund-57.9%
PARKING ENFORCEMENT OFFICER STEP 15	Police Civilians	DOE	$18.11	Defined Benefit	37,668.80	General Fund-57.9%
PARKING ENFORCEMENT OFFICER STEP 15	Police Civilians	DOE	$18.11	ICMA 401A Defined Contribution	37,668.80	3-6% matching
ADMINISTRATIVE ASSISTANT	Tax Assessor Dept	AFSCME	$18.09	Defined Benefit	37,627.20	General Fund-57.9%
BLDG. MAINT. CRAFTSPERSON II STEP 3	Facilities Maintenance	DOE	$18.08	ICMA 401A Defined Contribution	37,606.40	3-6% matching
CENTRAL SERVICES COORDINATOR	Police Civilians	AFSCME	$18.03	ICMA 401A Defined Contribution	37,502.40	3-6% matching
ADMINISTRATIVE ASSISTANT	City Manager Dept	Non Bargaining	$17.87	ICMA 401A Defined Contribution	37,169.60	3-6% matching
COMMUNICATIONS OPERATOR STEP 4	Police Civilians	DOE	$17.86	ICMA 401A Defined Contribution	37,148.80	3-6% matching
LEAD LABORER STEP 8	Grounds	DOE	$17.78	Defined Benefit	36,982.40	General Fund-57.9%
SEX OFFENDER REGISTRY ENFORECEMENT AGENT	Police Civilians	AFSCME	$17.65	ICMA 401A Defined Contribution	36,712.00	3-6% matching
PROP EVIDENCE TECH STEP 2	Police Civilians	DOE	$17.47	ICMA 401A Defined Contribution	36,337.60	3-6% matching
COMMUNICATIONS OPERATOR STEP 3	Police Civilians	DOE	$17.26	ICMA 401A Defined Contribution	35,900.80	3-6% matching
COMMUNICATIONS OPERATOR STEP 3	Police Civilians	DOE	$17.26	ICMA 401A Defined Contribution	35,900.80	3-6% matching
COMMUNICATIONS OPERATOR STEP 3	Police Civilians	DOE	$17.26	ICMA 401A Defined Contribution	35,900.80	3-6% matching
MOTOR EQUIPMENT OPERATOR III STEP 7	Sanitation	DOE	$17.25	Defined Benefit	35,880.00	General Fund-57.9%
WATER TRTMENT PLT. OPERATOR I STEP 7	Water Treatment Plant	DOE	$17.25	Defined Benefit	35,880.00	Water-Wastewater-46%
MOTOR EQUIPMENT OPERATOR III STEP 7	Water	DOE	$17.25	Defined Benefit	35,880.00	Water-Wastewater-46%
GROUNDWORKER I STEP 2	Transmission/Distribution	IBEW Electric	$17.18	ICMA 401A Defined Contribution	35,734.40	3-6% matching
UTILITY MAINTENANCE MECHANIC II STEP 3	Wastewater	DOE	$17.13	ICMA 401A Defined Contribution	35,630.40	3-6% matching

City of Dover - General Pension Plan

Position	Department	Group	Base Amount	Retirement plan name	Annual Salary	City Contribution %
ADMINISTRATIVE ASSISTANT	Economic Development	AFSCME	$16.92	ICMA 401A Defined Contribution	35,193.60	3-6% matching
WATER TRTMENT PLT. OPERATOR I STEP 6	Water Treatment Plant	DOE	$16.75	Defined Benefit	34,840.00	Water-Wastewater-46%
COMMUNICATIONS OPERATOR STEP 2	Police Civilians	DOE	$16.67	ICMA 401A Defined Contribution	34,673.60	3-6% matching
INSPECTOR I STEP 3	Life Safety	DOE	$16.52	ICMA 401A Defined Contribution	34,361.60	3-6% matching
FIRE DISPATCHER STEP 3	Fire Dept	DOE	$16.52	ICMA 401A Defined Contribution	34,361.60	3-6% matching
CREW LEADER STEP 3	Streets	DOE	$16.52	ICMA 401A Defined Contribution	34,361.60	3-6% matching
FIRE DISPATCHER STEP 3	Fire Dept	DOE	$16.52	ICMA 401A Defined Contribution	34,361.60	3-6% matching
ADMINISTRATIVE ASSISTANT	Finance Dept	Non Bargaining	$16.48	ICMA 401A Defined Contribution	34,278.40	3-6% matching
MOTOR EQUIPMENT OPERATOR I STEP 11	Sanitation	DOE	$16.41	Defined Benefit	34,132.80	General Fund-57.9%
MOTOR EQUIPMENT OPERATOR II STEP 7	Streets	DOE	$16.33	Defined Benefit	33,966.40	General Fund-57.9%
BLDG. MAINT. CRAFTSPERSON I STEP 5	Facilities Maintenance	DOE	$16.26	Defined Benefit	33,820.80	General Fund-57.9%
CUSTOMER SERVICE CLERK II STEP 6	Customer Services	DOE	$16.06	Defined Benefit	33,404.80	General Fund-57.9%
CUSTOMER SERVICE CLERK II STEP 6	Customer Services	DOE	$16.04	Defined Benefit	33,363.20	General Fund-57.9%
POLICE CLERK II/III STEP 6	Police Civilians	DOE	$16.04	Defined Benefit	33,363.20	General Fund-57.9%
CUSTOMER SERVICE CLERK II STEP 6	Customer Services	DOE	$16.04	Defined Benefit	33,363.20	General Fund-57.9%
OFFICE ASSISTANT I STEP 15	Recreation	DOE	$16.01	ICMA 401A Defined Contribution	33,300.80	3-6% matching
OFFICE ASSISTANT I STEP 15	Customer Services	DOE	$16.01	Defined Benefit	33,300.80	General Fund-57.9%
INSPECTOR I STEP 2	Code Enforcement Div	DOE	$15.96	ICMA 401A Defined Contribution	33,196.80	3-6% matching
INSPECTOR I STEP 2	Code Enforcement Div	DOE	$15.96	ICMA 401A Defined Contribution	33,196.80	3-6% matching
MOTOR EQUIPMENT OPERATOR II STEP 7	Wastewater	DOE	$15.83	Defined Benefit	32,926.40	Water-Wastewater-46%
MOTOR EQUIPMENT OPERATOR II STEP 6	Grounds	DOE	$15.38	Defined Benefit	31,990.40	General Fund-57.9%
MOTOR EQUIPMENT OPERATOR II STEP 6	Wastewater	DOE	$15.38	Defined Benefit	31,990.40	Water-Wastewater-46%
UTILITY MAINTENANCE MECHANIC I STEP 3	Wastewater	DOE	$15.18	ICMA 401A Defined Contribution	31,574.40	3-6% matching
MECHANIC I STEP 3	Vehicle Maintenance	DOE	$15.18	ICMA 401A Defined Contribution	31,574.40	3-6% matching
LIBRARY ASSISTANT STEP 4	Library	DOE	$15.05	ICMA 401A Defined Contribution	31,304.00	3-6% matching
WATER TRTMENT PLT. OPERATOR I STEP 2	Water Treatment Plant	DOE	$14.67	ICMA 401A Defined Contribution	30,513.60	3-6% matching
WATER TRTMENT PLT. OPERATOR I STEP 2	Water Treatment Plant	DOE	$14.67	ICMA 401A Defined Contribution	30,513.60	3-6% matching
MOTOR EQUIPMENT OPERATOR I STEP 7	Streets	DOE	$14.58	ICMA 401A Defined Contribution	30,326.40	3-6% matching
POLICE CLERK II/III STEP 3	Police Civilians	DOE	$14.54	ICMA 401A Defined Contribution	30,243.20	3-6% matching
LIBRARY ASSISTANT STEP 3	Library	DOE	$14.54	ICMA 401A Defined Contribution	30,243.20	3-6% matching
POLICE CLERK II/III STEP 3	Police Civilians	DOE	$14.54	ICMA 401A Defined Contribution	30,243.20	3-6% matching
POLICE CLERK II/III STEP 3	Police Civilians	DOE	$14.54	ICMA 401A Defined Contribution	30,243.20	3-6% matching
MOTOR EQUIPMENT OPERATOR II STEP 4	Grounds	DOE	$14.42	ICMA 401A Defined Contribution	29,993.60	3-6% matching
UTILITY MAINTENANCE MECHANIC I STEP 1	Wastewater	DOE	$14.38	ICMA 401A Defined Contribution	29,910.40	3-6% matching
MECHANIC I STEP 1	Vehicle Maintenance	DOE	$14.38	ICMA 401A Defined Contribution	29,910.40	3-6% matching
WATER TRTMENT PLT. OPERATOR I STEP 1	Water Treatment Plant	DOE	$14.38	ICMA 401A Defined Contribution	29,910.40	3-6% matching
WATER TRTMENT PLT. OPERATOR I STEP 1	Water Treatment Plant	DOE	$14.38	ICMA 401A Defined Contribution	29,910.40	3-6% matching
WATER SERVICE PERSON STEP 4	Wastewater	DOE	$14.05	ICMA 401A Defined Contribution	29,224.00	3-6% matching
CUSTOMER SERVICE CLERK II STEP 2	Customer Services	DOE	$14.05	ICMA 401A Defined Contribution	29,224.00	3-6% matching
CUSTOMER SERVICE CLERK II STEP 1	Customer Services	DOE	$13.77	ICMA 401A Defined Contribution	28,641.60	3-6% matching
RESIDENTIAL ASSESSMENT TECH	Tax Assessor Dept	AFSCME	$13.58	ICMA 401A Defined Contribution	28,246.40	3-6% matching
LIBRARY CLERK I STEP 3	Library	DOE	$13.35	ICMA 401A Defined Contribution	27,768.00	3-6% matching
OFFICE ASSISTANT II STEP 3	Inspections & Licensing	DOE	$13.35	ICMA 401A Defined Contribution	27,768.00	3-6% matching
MOTOR EQUIPMENT OPERATOR I STEP 3	Streets	DOE	$13.33	ICMA 401A Defined Contribution	27,726.40	3-6% matching
OFFICE ASSISTANT II STEP 1	Inspections & Licensing	DOE	$13.15	ICMA 401A Defined Contribution	27,352.00	3-6% matching
LABORER II STEP 2	Grounds	DOE	$12.90	ICMA 401A Defined Contribution	26,832.00	3-6% matching
MOTOR EQUIPMENT OPERATOR I STEP 3	Sanitation	DOE	$12.83	ICMA 401A Defined Contribution	26,686.40	3-6% matching
MOTOR EQUIPMENT OPERATOR I STEP 1	Sanitation	DOE	$12.65	ICMA 401A Defined Contribution	26,312.00	3-6% matching

City of Dover

MAYOR AND COUNCIL

COUNCIL RESOLUTION NO. 2015-16

A RESOLUTION PROPOSING THAT COUNCIL MEMBERS AND CIVILIAN STANDING COMMITTEE MEMBERS ACT AS A COMMITTEE OF THE WHOLE ON A TRIAL BASIS

WHEREAS, in an effort to be more efficient and effective, to allow greater opportunity for interaction and networking among elected officials and the civilian committee members, and to enhance the decision making process by involving all members of City Council in discussions at the Committee level, City Council has decided to temporarily set aside the Standing Committees as provided for in the Dover Code and act as a Committee of the Whole on a temporary basis; and

WHEREAS, the Committee of the Whole, which would include all members of City Council and the civilian members for the Parks, Recreation, and Community Enhancement; Safety Advisory and Transportation; Utility; and Legislative, Finance, and Administration committees, would be chaired by the Council President. Each of the chairpersons of the four (4) standing committees would chair their respective committee meeting and the civilian members would participate in only their committee's discussions. The Committee of the Whole would enable members to give detailed consideration to agenda items in a committee setting. In a Committee of the Whole the results of votes taken are not final decisions, but have the status of recommendations which City Council would consider further and vote on at its Regular meeting, either as a discussion item or on Consent Agenda; and

NOW, THEREFORE, BE IT RESOLVED that the City Council and civilian members of the Standing Committees will act as a Committee of the Whole on a trial basis beginning on January 26, 2016 and, if Council chooses to adopt this meeting format, an Ordinance amendment regarding the Standing Committees will be presented for adoption prior to the Annual Meeting in May.

ADOPTED: DECEMBER 14, 2015

S:\RESOLUTIONS-PROCLAMATIONS-TRIBUTES\2015\ADOPTED\Resolution No. 2015-16 - Standing Council Committees to Meet as Committee of the Whole - Adopted.wpd

ROBIN R. CHRISTIANSEN
MAYOR

TIMOTHY A. SLAVIN
COUNCIL PRESIDENT

Actions History:
December 14, 2015 - Introduced at City Council

ACTION FORM

PROCEEDING: Legislative, Finance and Administration Committee
DEPARTMENT OF ORIGIN: Fire/Robbins Hose **DATE SUBMITTED**:
PREPARED BY: Chief Carleton Carey Jr
SUBJECT: Request of Fire Department - Engine #7 Replacement
REFERENCE: New Fire Apparatus
RELATED PROJECT:
APPROVALS: City Council
EXHIBITS:
EXPENDITURE REQUIRED: **$602,500.00** **AMOUNT BUDGETED**: $73,400.00 **FUNDING SOURCE (Dept./Page in CIP & Budget)**:
TIMETABLE: Upon approval the Apparatus will be ordered. Estimated Delivery would be mid-2017. Total
RECOMMENDED ACTION: Safety Advisory Committee and City Council Approval

BACKGROUND AND ANALYSIS

In accordance with the CIP for fiscal year 2016/2017, the Robbins Hose Company is requesting the replacement of Engine 7 a 1997 Pierce Dash Engine. This engine will be 20 years old in 2017, this engine was originally on a 15-year replacement program, however due to the economy the City of Dover and previous Fire Chief's agreed to "push back" the replacement to assist the city with funding other projects during the economy fall out. Engine 7 has served the Robbins hose Company and the citizens of Dover well. However due to its age we are having extended down times for maintenance due to parts being available which reduces the fire protection for the Citizens of Dover.

On January 28, 2016, Chief Carey met with the City Manager Koenig who requested the Fire Chief to appoint a committee create a spec and have the Engine bid out and a price back by March 1st prior to budget hearings. The Fire Chief complied with the request, a spec was created based off the current apparatus we currently have with a few fire suppression and safety upgrades to the apparatus.

Once the spec was complete, Donna Mitchell was contacted who advised that we needed to follow the City Purchasing Policy and provided the guidelines. A committee member Jason Osika, contacted Pete Gregg and asked if the Fire Department needed to meet with him regarding the spec. Mr. Gregg advised that he didn't have anything to do with sending the spec out and gave the committee guidance on advertising and bid opening procedures. The committee followed the City Purchasing policy, the State of Delaware Purchasing policy and the Robbins Hose Company Bylaws for obtaining bids of $25,000 dollars. The specification was sent out to three vendors, E-One, Pierce and Seagrave. Pierce and Seagrave were the only vendors that submitted a proposal.

The proposal for the specification came in at $609,584.00, which brings the truck over budget $7,084.00 per the City's projected budget (CIP) of 602,500.00. The financing of this apparatus over ten years (2017-2026) would translate into a loan payment of approximately $73,400.00. The difference of $7,084.00 would have to be added increasing the total amount to $609,584.00.

The Fire Chief wants council to be aware of the following safety options that are included in this specification that is not currently on Engine 7 and was not available at the time when it was purchased: Advanced AMS braking System, Tire Pressure Management System, Seat Belt Alarms, Side Roll Protection, LED warning lights on the cab doors (exit), Vehicle Data Recorder (black box), Insta Chains and Frontal and Side Impact Air Bags.

The Apparatus upgrades consist of a foam system that is pre-piped to the pre-connected hose lines that gives the ability to apply foam to flammable liquid and combustible fires. This allows firefighters to extinguish and contain these types of fires quickly and in a more efficient manner, which helps reduce the air pollution and fire damage dollar lose for the residence of the City of Dover.

The replacement of Engine 7 is needed to provide uninterrupted and continual guarantee of five engines in service to maintain and meet our Insurance Services Office (ISO) requirements, which sets the insurance ratings for property owners throughout the City of Dover and allows the department to respond to multiple emergencies throughout the City simultaneously. This will also allow us to maintain the highest level of readiness and safety for our firefighters, and our residences of the City of Dover.

Currently our ISO rating is a 4 to maintain the current rating we would need four engines on scene, in non-hydrant protected area's totaling 4 thousand gallons of water. This information was provided in conversation with Mr. David See field representative email (dsee@iso.com) for ISO. We can provide his contact information if needed.

The Fire Department has a working relationship with Pierce since 1985 and at the present time we feel there is not a conflict of interest in dealing with Pierce. The President of Robbins Hose Company is employed with the Pierce Dealership in Virginia; however, he's not been involved with the purchase of any apparatus to the City of Dover. Our Representative for Pierce has been Chris Breslin since 2010. Before that Jay Grimes and Mike Vincent in 1985.

Dover Youth Advisory Committee

Memo

To: Dover City Council

From: Rebecca Anderson

cc: City Clerk's Office

Date: April 6, 2016

Re: Minute Action plan

The Dover City Council required an action plan from the committee regarding its minutes because the committee has failed to be consistent in its reporting due to inconsistent secretarial attendance. Remedying this problem is a top priority that I have taken on as the new chairperson. The committee did not have a January meeting due to post holiday quorum issues, but it is up to date with March and April has been drafted. December and February are addressed below.

The Youth Advisory Committee formed an action plan on April 4th for record keeping. We'd like to request a city clerk to come in before our next meeting, May 2, 2016 to teach members how to properly record minutes. With this we can use volunteers until July to fulfill any requirements. However, for the next fiscal year we'd like to request a thousand dollar budget for record keeping to contract an adult through the city. as well as digital equipment to prevent some of the confusion and errors encountered. Our February meeting recording was damaged by the tape recorder and we need to have the tape repaired as well as prevent incidents like this in the future. We note that the enabling resolution does not require the committee secretary to take minutes but keep copies of them. We are the only committee known to us keeping our own minutes; therefore, if that is to continue, we request minimal assistance in doing so.

In accordance with a FOIA request, we'd like to request the clerks to transfer the information on the tape from the December 7th meeting into minutes due to the sensitive circumstances and a need to ensure it is done properly.

Thank you,

Rebecca Anderson

Chairwoman of The Dover Youth Advisory Committee



Promoting Independence, Cooperation
And Respect for each other and the Environment

Port Hope Delaware Inc.

Community Development Plan
For a Permanent Supportive Housing Model
Port Hope Delaware

Building Community for the Homeless

5/5/2016

Port Hope
Delaware, Inc.



For the past decade these tiny cottages, originally built as an effort to downsize and reduce the carbon footprint on the environment, have been erected on the outskirts of cities across the country in tiny communities geared toward the homeless population.

Building Community for the Homeless

This project is part of a national movement of tiny-house villages, an alternative approach to housing the homeless that's beginning to catch the interest of national advocates and government housing officials alike.

Port Hope
Delaware, Inc.





Building Community for the Homeless





Port Hope
Delaware, Inc.





Madison (Madison.url)

Building Community for the Homeless

Tiny Housing Boom for the Homeless

Dignity Village in Portland, OR, and Opportunity Village in Eugene, OR, once forged new ground in offering tiny house villages as transitional housing for homeless people rather than tents or dormitory style public housing. Now the concept has taken hold. Here are the four most recent projects:



Newfield, NY
Second Wind Cottages
18 *residents*
18 *houses planned*
Open Jan. 29 2014
Cost estimate per unit:
$12,000 *plus labor*

Olympia, WA
Quixote Village
29 *residents*
30 *houses planned*
Open Dec. 21, 2013
Cost estimate per unit:
$87,500

Madison, WI
OM Village (Occupy Madison)
10-15 *residents*
11 *houses planned*
Open Dec. 24, 2013
Cost estimate per unit:
$5,000

Austin, TX
Community First! Village
200 *residents*
Unit number undecided
Open Dec. 2014
Cost estimate per person:
$30,000

YES! Magazine Infographic 2014
Sources: Second Wind Cottages, m.olympiawa.gov, Occupy Madison Inc., mlf.org/community-first
Shutterstock images: Diego Schtutman, sherbet

yes! magazine

Port Hope
Delaware, Inc.

Building Community for the Homeless

Guiding Principles for Delaware's Homeless Assistance System



- **Compassionate and Consistent.** All persons experiencing homelessness are in crisis.
- **Transparent and Accountable.** In order for systems to work effectively and efficiently they must be transparent to all stakeholders (providers, consumers, funders, etc.).
- **Collaborative.** When everyone in our community works together towards a common goal of preventing and ending homelessness, we will have an efficient, streamlined, and effective system.
- **Adaptable and Flexible.** An adaptable and flexible system can respond based upon feedback received and can conform easily to fit different situations.

Building Community for the Homeless

Mayors Challenge to end Veteran Homelessness

- Using a Housing First Approach which removes barriers to help Veterans obtain permanent housing as quickly as possible, without unnecessary pre-requisitions
- Prioritizing the most vulnerable Veterans, especially those experiencing chronic homelessness, for permanent supportive housing opportunities.



Building Community for the Homeless



Housing First Approach

Port Hope
Delaware, Inc.

- Housing First is a proven method of ending all types of homelessness and is the most effective approach to ending chronic homelessness.
- Housing First offers individuals and families experiencing homelessness immediate access to permanent affordable or supportive housing.
- Housing First yields higher housing retention rates, lower returns to homelessness, and significant reductions in the use of crisis services and institutions.



Building Community for the Homeless



Housing First Approach cont.

Port Hope Delaware, Inc.

- Reduce emergency room visits and hospitalization – housing is a foundation on which a healthy life can be built
- Reduce involvement with police and criminal justice systems
- Improve substance misuse and overuse, overall health outcomes and improve quality of life
- Significant savings to the community



Building Community for the Homeless

- Mainstream systems (such as benefits, cash assistance, supportive services, housing assistance, health care, job training, corrections, etc.) have an opportunity in this model to help provide services to the homeless population; spreading the responsibility of preventing and ending homelessness across the entire community.



- Housing is a fundamental need that every resident of Delaware has; a safe, decent, affordable place to call home. Housing options for many in our community who annually earn $20,000 or less are fewer and are accompanied by barriers such as accessibility, affordability, poor quality and insufficient quantity.

Building Community for the Homeless



Port Hope Delaware, Inc.

The US Department of Housing and Urban Development (HUD) defines a chronically homeless individual as a person who has been homeless for a year or longer, or who has experienced at least four episodes of homelessness in the last three years, and has a disability.

Many chronically homeless individuals struggle with mental illness and/or substance abuse challenges and many have physical disabilities.



Building Community for the Homeless

RE-ENTRY

Port Hope Delaware, Inc.

Discharge planning is a key element of preventing homelessness for people re-entering the community.

Housing problems, including homelessness are common among individuals leaving the corrections systems. They tend to have limited or low incomes, and often due to their criminal history lack the ability to obtain housing through the channels that are open to other low income people. As a result one in five people leaving prison become homeless soon thereafter if not immediately.

Emergency Shelters/Transitional Housing



Delaware Housing Costs **alone**

Emergency shelter or

transitional housing costs ----------app. $13,500/yr

or $1,146/mo

A 2 bedroom apt. in Kent Cnty----app. $12,000/yr

housing/Rent only or $1,000/mo

A 200 sq ft. Tiny House ----------app. $12,000

TOTAL cost

Building Community for the Homeless

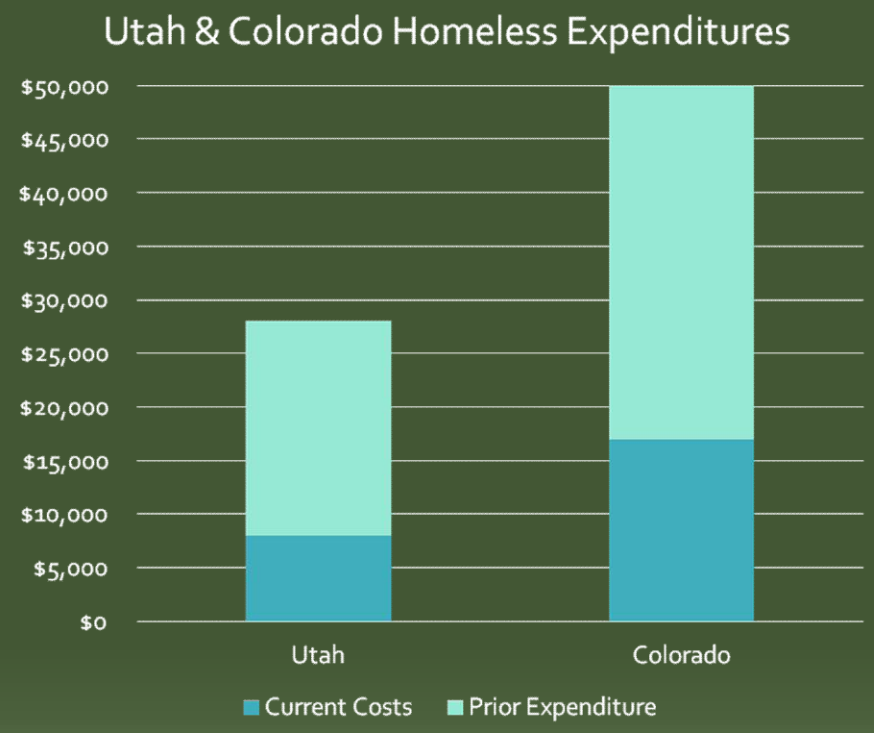


A study performed by homelessness scholar Dennis Culhane showed that in New York City each unit of permanent supportive housing saved $16,282 per year in public costs for shelter, health care, mental health and criminal justice. The savings alone offset nearly all of the $17,277 cost of supportive housing.

Savings in Addressing Homelessness

Port Hope Delaware, Inc.

The state of Utah found that it costs less to put the homeless in permanent housing ($8,000/yr) than it does to provide care and benefits ($20,000). The same result was found in Colorado ($17,000 vs $43,000)



Source: http://www.newyorker.com/magazine/2014/09/22/home-free

Building Community for the Homeless



The entire state of Utah has fewer than 300 homeless people and will likely eliminate chronic homelessness by the end of the year.

"We did it by giving homes to homeless people," Lloyd Pendleton, director of Utah's Homeless Task Force, told "Daily Show" correspondent Hasan Minhaj in January.

Since 2005, the state has reduced the number of people living on the streets by almost 75% by giving them access to permanent housing, no strings attached, according to Utah's 2014 homelessness report.

Studies suggest the Housing First approach reduces chronic homelessness, care costs for emergency services, and reduces incarceration rates.



Denver Housing First Collaborative Outcomes

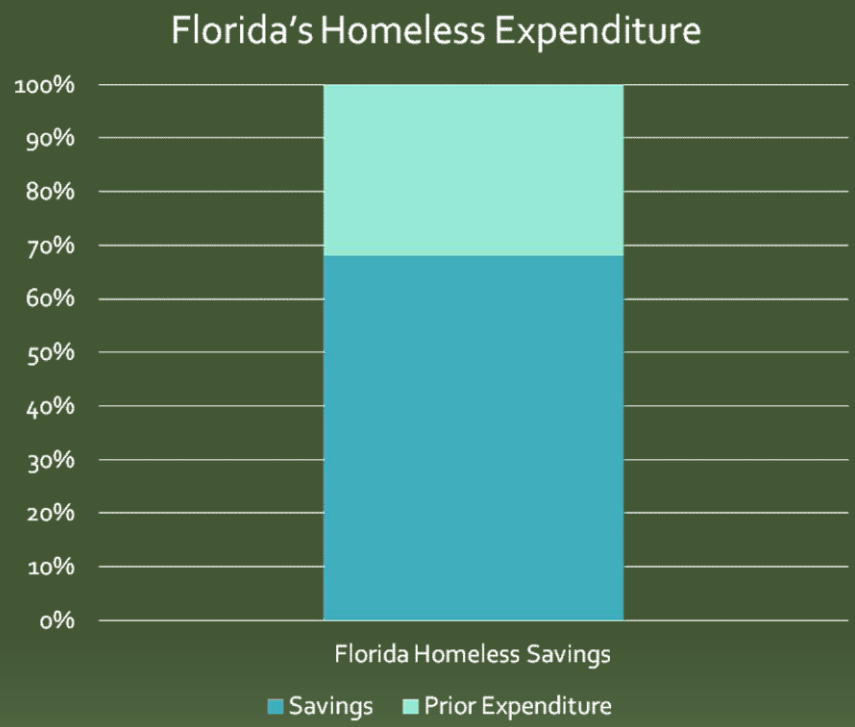
- Total emergency related costs declined by **73**%
- Emergency room visits decreased by an average of **34**%
- Inpatient visits were reduced by **40**%
- Inpatient nights were reduced **80**%
- Overall inpatient costs were reduced by **66**%
- Detox visits decreased by **82**%
- Average detox visit costs savings were $**8,732** per person or **84**%

Building Community for the Homeless

Savings in Addressing Homelessness

Port Hope Delaware, Inc.

A study done by the Florida Commission on Homelessness found that providing a homeless person with permanent housing and services such as job training and health care represented a 68% savings in taxpayer dollars compared with costs incurred by those who were unhoused



Source: http://www.dcf.state.fl.us/programs/homelessness/docs/2013CouncilReport.pdf

Building Community for the Homeless

Savings in Addressing Homelessness

Port Hope Delaware, Inc.

According to a Los Angeles study, it costs taxpayers in Los Angeles $605 per month to house homeless veterans, while it costs the same taxpayers $2900 per month in law enforcement, jail, court, health care and other costs to not house them



Source: http://www.economicrt.org/summaries/Where_We_Sleep.html

Building Community for the Homeless

Primary Goals



Port Hope
Delaware, Inc.

- To Increase housing diversity in ways that are compatible with residential and commercial zones
- To promote housing affordability and sustainability for all income levels by encouraging smaller homes
- Provide an opportunity for the development of small, detached housing clustered around common open Spaces
- Combine Character of single family housing with affordability and density of multi-family units
- Increase affordable housing options for one and two person households.

Building Community for the Homeless

Primary Goals (cont.)

- Reduce per unit development costs of conventional low-income housing developments
- Permit Tiny House Developments in residential zones
- Provide opportunity for infill development (clusters of tiny houses can fit on standard residential lots)
- Allow for higher density standards in exchange for reducing impact by limiting house size.
- Create a range of affordability by allowing for varying sizes of cabins



Building Community for the Homeless



Tiny house villages broadly provide villagers the ability to make their own decisions, control their own schedules and reduce the time they spend with traditional social service systems.

Building Community for the Homeless



The social and governance structure of the village provides a much needed space for autonomy, respect for diversity and an opportunity to form vital support networks.

Building Community for the Homeless



The physical proximity of residents to each other paired with the requirements that they put weekly work hours into maintaining the village creates a unique and supportive community of individuals who understand the struggle of homelessness.

Building Community for the Homeless

Let's Not Reinvent the Wheel

Port Hope
Delaware, Inc.

Dignity Village – Portland Oregon
43 units/$1000 yearly leased city land



Building Community for the Homeless

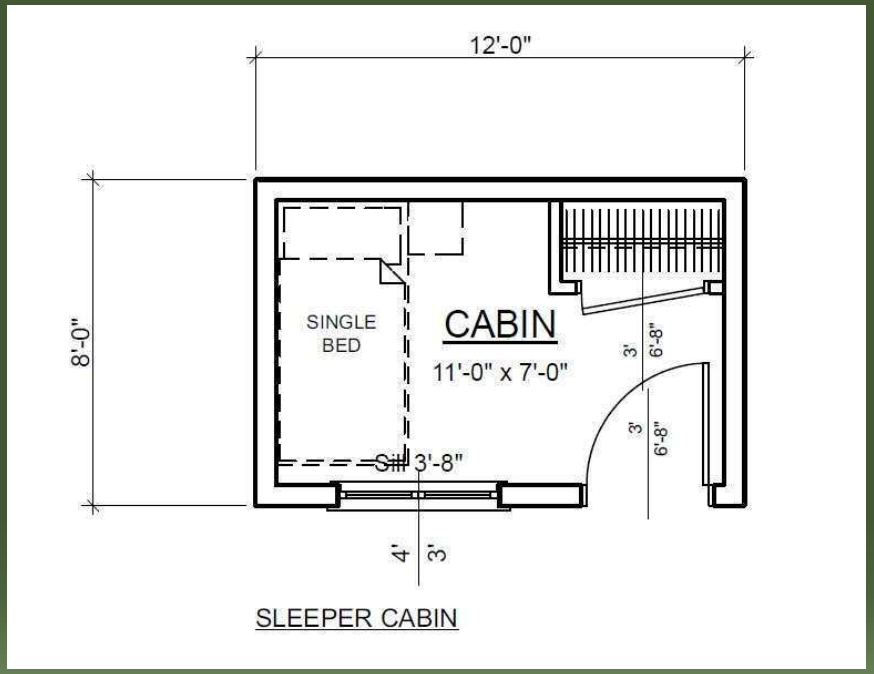
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Let's Not Reinvent the Wheel

Port Hope Delaware, Inc.

Opportunity Village – Eugene Oregon
30 units/$1000 annually leased private land





SLEEPER CABIN

Building Community for the Homeless

Let's Not Reinvent the Wheel

Port Hope Delaware, Inc.

Occupy Madison – Madison, WI
15 units/$500 annually leased private land



Second Wind Cottages – Newfield, NY
18 units/$1,200 annual carrying charges, private land donated



Building Community for the Homeless

Let's Not Reinvent the Wheel

Port Hope Delaware, Inc.

Community First Village – Austin, TX
200 units/$30K purchased private land,
27 acres



Quixote Village – Olympia, WA
30 units/$87,000 purchased city land



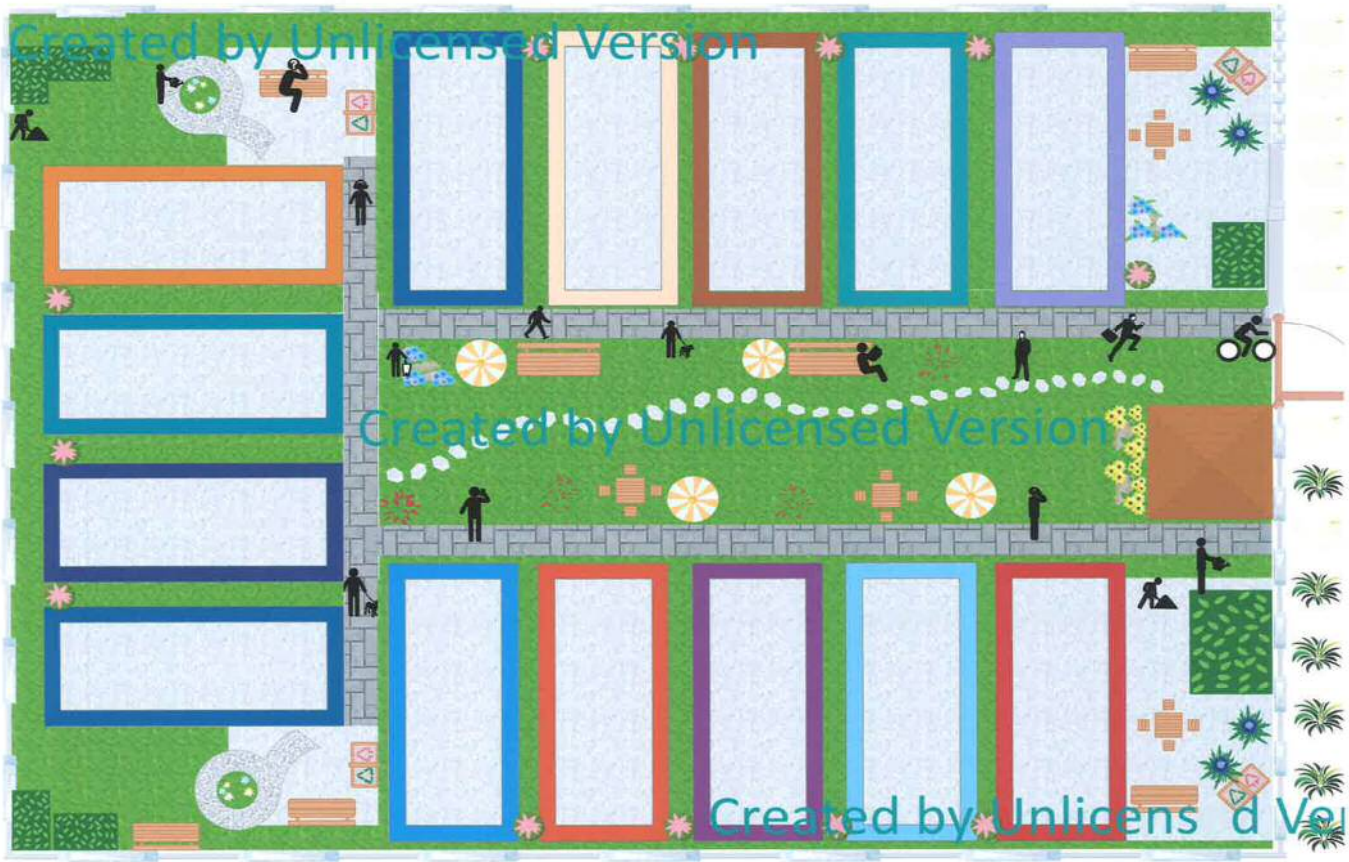
Building Community for the Homeless

How Can We Address the Chronically Homeless Problem in Kent County

Port Hope Delaware is Offering a Solution



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5/5/2016







rt Hope
Delaware, Inc.

Building Community for the Homeless

5/5/2016

These houses will Range anywhere from nothing to $20,000 depending on the donations of materials and supplies we receive.
Recent studies have also proven that supportive housing directly affects a break in the factors that lead to chronic homelessness.



Building Community for the Homeless

Who Are We?
Port Hope Delaware Inc.



- We are a Dover based non-profit organization building an alternative community for living simply, thus promoting health, kindness and respect for the environment.
- We have representation from private citizens, Schools, business leaders and the homeless community.
- *Port Hope Village is a non-partisan, non-political group of volunteers committed to the common goal of improving the lives of the most in need in our community.*

Building Community for the Homeless



- Port Hope Delaware Inc. is a not-for-profit corporation registered in the State of Delaware. We are in the process of applying for 501(c)(3) status. We have a board of directors that include people who have experienced homelessness or are currently experiencing homelessness and those who are and have been more traditionally housed.

Building Community for the Homeless



- Our goal is to create a cooperatively run, self managed eco-village for economically disadvantaged folks to live in a sustainable way. We envision gardens, a green house, solar and wind energy, artistic touches from our residents.

Building Community for the Homeless

Our Plan: Stage 1

- Build Community and City and County Official's Support
- Identify and acquire a site for the first Tiny House Village for no and very low income in Kent County Delaware

Port Hope Village

- Raise Funds
- Site preparation - Involve potential residents/homeless in cleaning and working the land



Building Community for the Homeless

Our Plan: Stage 1 (cont)

Port Hope Delaware, Inc.

- Obtain consultation and input from police/sheriff and fire dept for safety and well-being of the entire community
- Obtain necessary City and County permits
- Secure infrastructure services (water, sewer, power, communications)
- Complete building plans and begin to Build the Houses



Building Community for the Homeless

Our Plan: Stage 2

Port Hope Delaware, Inc.

- Provide for an on-site caretaker
- Develop intake and assessment forms for process for volunteers and potential residents.
- Set up sustainable food production
  - Small orchard and garden



Building Community for the Homeless

Our Plan: Stage 3



- Develop a self-governing community model
- Form a council of residents and Port Hope Village leaders for village admission including security, site maintenance, garden development and fire protection.

Building Community for the Homeless

RECOMMENDATIONS
For Jurisdictions, Funders and Project Sponsors to Remove Obstacles to Tiny House Development



Public Jurisdictions

Publically Owned Land. *Cities, counties and states own unused land that can be appropriate for affordable housing development. Jurisdictions can inventory available land and ensure that public policies are in place to allow public land to be used for low income housing.*

Review Land Use and Building Codes. *Jurisdictions should review their land use and building codes and make modification, if necessary, to allow tiny house and SRO apartment development.*

Review Available Public Funding Sources: *Local jurisdictions may control federal or state funding such Consolidated Homeless Grants from the State. Local jurisdictions can also play a key role in advocating for state or federal funds for tiny houses by asking larger jurisdictions to align their funding priorities or allocation processes*

Permit, Hook-Up and Impact Fees: *These fees can be quite substantial. Local jurisdictions may be able to grant variances, waive, or otherwise modify the fees so that they are not an obstacle to tiny house development.*

- Efforts to break through the red tape and raise money to house the homeless almost always pay off for a community. Even the most expensive tiny-house projects can't rival the cost of homelessness to taxpayers.
- The National Alliance to End Homelessness compiled three studies showing that it costs the same or less money to provide permanent housing as it does to allow people to remain homeless.
- Government officials and city planners throughout the country are beginning to see the tiny-house village as one viable solution for addressing homelessness



Building Community for the Homeless

Success Will be a Community Effort



- Initial funding by individual people and donations
- We are applying for ***private*** foundation grants
- We are presently working with local groups who provide in-kind donations, such as: local churches, civic organizations, Prison Industries and school districts and generous individuals who donate materials and supplies

Building Community for the Homeless

How You Can Assist Us

Port Hope Delaware, Inc.

Planting our Roots with a Village Design and Development:

- Land donation/Planning
- Materials Donations
- Building Infrastructure
- Tiny House Construction
- Volunteer Support



Building Community for the Homeless



Port Hope
Delaware, Inc.

In the spirit of spreading love, joy and opportunity, the tiny home movement is making a huge difference by reminding the country that it's the little things that count the most.

Building Community for the Homeless

Port Hope Delaware Inc.

Cathi Kopera

302-943-7633

Sue Harris

302-423-6049



www.porthopedelaware.doodlekit.com

People think that it's about micro-housing, but it's not. Housing will never solve homelessness, but community will. It's not a transactional thing. It's a relational thing.

Building Community for the Homeless

Port Hope Delaware is part of a national movement of Tiny House Villages, an alternative approach to affordable housing that's beginning to catch the interest of national advocates and government housing officials alike. With the recession and housing foreclosures the fear of homelessness has come to light for an even broader range of people. While laws, property rights and the specialization of home building give order to our society, not all citizens can or ever will meet the formal expectations to own or even rent a home. The Tiny house provides a game-changing perspective proving that safety, welfare, and sanitation –the vanguard of the building code- are not dependent upon size. It illustrates that the problem with available affordable housing is not so much that some people can't maintain housing, but that our standard of housing has become inaccessible. The size of the average home in America has grown from 983 sq ft in 1950 to 2,500 sq ft in 2012.

Historically single room occupancy (SRO) hotels provided low cost, short-term options in the private sector. From boarding and rooming houses to lodging and flop houses, affordable rooms could be rented by the day, week, or month at variable costs. But today they have become an endangered species. Throughout the 20th century minimum standards were added that made construction of new SROs unprofitable. By the mid 60s existing buildings closed and were demolished throughout the country under the mask of "urban renewal". Since then, urban policies have largely held the development of low-income housing to middle class standards. Although this has improved the condition of the bottom rung of housing and eased concerns of lowering property value of adjacent homes, it has left the development of the low income housing inherently dependent upon government subsidies to be viable, funds that are in constant short supply.

The reality is that the rate of homelessness is out pacing the ability to develop affordable housing. In fact, the demolition of existing affordable housing is outpacing the construction of new affordable housing to the point where we are taking one step forward for every two steps back.

While circumstances can vary, the main reason people experience homelessness is because they cannot find housing they can afford. It is the scarcity of affordable housing in the United States, particularly in more urban areas where homelessness is more prevalent, that is behind their inability to acquire or maintain housing.

In Jan 2015 584,708 people were homeless on “a given night” Of that number 358,422 were individuals. 83,170 were considered “chronically homeless”. The “Chronically Homeless” is often the public face of homelessness. Chronic involving either long term repeated bout of homelessness coupled with disabilities (mental or physical).

In 2012, Delaware conducted a study of the most vulnerably homeless unsheltered. Of the 108 persons surveyed, a total of 215 inpatient hospitalizations in a year were reported and 302 ER visits in 3 months totaling **$5,520,775** in healthcare costs. Research shows an average reduction of 60% in healthcare costs after one year of stable, permanent housing with services. If these individuals were placed in permanent supportive housing an estimated $1 million a year would be saved in Delaware in healthcare costs alone.

Port Hope Delaware is a non-partisan, non-political group of volunteers committed to the common goal of improving the lives of the most in need in our community. We have representation from private citizens, Churches, Schools, business leaders and the homeless community. We are a Dover based non-profit organization building an alternative community for living simply, thus promoting health, kindness and respect for the environment. Our goal is to create a cooperatively run, self-managed eco-village of Tiny Houses for no and low income people to live in a sustainable way.

Vision

Port Hope Delaware Inc. is a collaboration between the housed and the unhoused providing stable and safe places to live through cost effective, human scale approaches for transitioning the unhoused to more sustainable living situation.

Collaboration between the housed and the unhoused: In coming together we form a community driven initiative to provide positive changes in policies, practices and attitudes that harm the unhoused. Providing opportunities for volunteers to impact lives.

Stable and safe places to be: Working with local municipalities and the community we will secure and establish stable safe communities. Security is maintained through community agreements that all residents must abide by along with oversight by our nonprofit board.

Cost effective human scale approaches: We believe in self-governance and management in an attempt to engage members of the Village while minimizing operating costs. A dedication to sharing resources allows for low-cost, low-impact development while allowing for autonomy.

Transitioning the unhoused to more sustainable living situations; Through peer support, building skills and opportunity for employment or income and connections with community resources, we provide a

variety of ways for transitioning to more permanent living situations. We continue to strive to envision a more sustainable solution.

An example of the Tiny House that we are planning to build.

The kitchen and dining area are on a raised platform on one end of the house. Under the platform there is a pull out bed that acts as seating when pushed in. The stairs to the platform also pull out to reveal a large amount of additional storage. In front of the platform there is a large living area as well as a closet with additional shelving along the side. On the other end of the house there is a bathroom which includes a toilet and 36 inch shower. Finally, above the bathroom is a storage loft.

Each unit will be equipped with Electric Heating, on demand water heater, a small air conditioning unit and solar panels on the roof.

House Length:	20' (21' with front compartment)	**House Width:**	8'
Road Height:	13'3"	**Trailer Size:**	20' x 6'11" (8'6" outside fenders)
Main Room:	10'7" x 7'3"	**Kitchen:**	5'6" x 7'3"
Bathroom:	3' x 7'3"	**Storage Loft:**	3' x 7'3"
Height Under Loft:	7'	**Storage Loft Height:**	2'5"
Main Room Height:	9'11"		All measurement are approximate








We are working with Department of Correction Industries and we have two carpenters ready to do the building (all volunteer), we have Senior Caesar Rodney CAD students preparing the blue prints along with POLYTECH School District on board to assist with the Welding, plumbing, electric etc.




NASHVILLE




Dignity Village on the outskirts of Portland,




A little village of tiny houses for the homeless is taking shape on a plot of land owned by a Lutheran church in Seattle, Washington.



Tiny-Home Village in Dallas Aims to Revolutionize Homeless Care

The Cottages at Hickory Crossing development, which will consist of 50 tiny homes measuring 400 square feet each, looks and sounds like a miniature subdivision – exactly what Ackerman, the executive director, aims to create.



Quixote Village grew from the vision of a self-governing tent camp of homeless adults in Olympia, Washington. The Village consists of 30 tiny cottages,



Just south of the border, in the heart of the progressive Pacific Northwest, Oregon is taking an innovative approach to housing the homeless—one that doesn't require kicking them back to the curb at 7:30am every morning.



Second Wind Cottages in rural Upstate New York



















Making a Tiny Deal Out of It:

A Feasibility Study of Tiny Home Villages to Increase Affordable Housing in Lane County, Oregon

A Report for United States Department of Housing and Urban Development, Portland, Oregon Field Office

Prepared by Sara Abarbanel, Cassandra Bayer, Paloma Corcuera, and Nancy Stetson
Goldman School of Public Policy, University of California, Berkeley
May 2016

Front Cover: Opportunity Village, Eugene, Oregon. Courtesy of Dan Bryant of SquareOne Villages.

Table of Contents

Executive Summary 5

I. Introduction 8

Objective and Overview of the Project 8

Approach and Methodology 8

II. Background 10

The Lack of Affordable Housing in Lane County, Oregon 10

Current HUD Funding for Affordable Housing in Lane County, Oregon 11

Homelessness Problem in Lane County, Oregon 12

What Are Tiny Homes and Where Have They Been Used? 15

A Definition and History of Tiny Homes 15

Why Tiny Homes as an Affordable Housing Model? 16

Tiny Home Villages Across the United States 17

Tiny Homes in Lane County 19

General Challenges Facing Tiny Home Villages 20

III. Criteria 22

Implementation Feasibility 22

Costs and Funding 22

Effectiveness 22

IV. Feasibility Evaluation 23

Implementation Feasibility 23

Community Support 23

Time to Build Tiny Homes and Tiny Home Durability 24

Zoning and Land Use 25

Land Availability 29

Costs and Funding....29
Funding Models of Current Tiny Home Villages....29
Possible HUD Funding Sources....31
Effectiveness....36
Transitional Tiny Home Villages....36
Permanent Tiny Home Villages....36
An Overview of Evaluation: Comparison of Opportunity Village Temporary Model and Emerald Village Permanent Model by Evaluation Criteria....37
V. Recommendations....39
Recommendations for HUD....39
Recommendations for Tiny Home Village Developers....40
VII. Further Considerations....42
Appendix A: Expert Interviews Conducted....43
Appendix B: Possible Metrics to Collect for Future Research....45
Appendix C: Possible Effectiveness Evaluation Research Design....47
Stepped Wedge Design....47
Evaluation Implementation....47

Table of Graphs and Tables

Table 1: A Comparison of Poverty and Homelessness in Lane County, Oregon, and the United States..... 14
Table 2: Comparison of Opportunity Village and Emerald Village, by Evaluation Criteria..... 37

Figure 1: One-Night Homeless Count, Lane County, Oregon 2006-2015..... 12

Executive Summary

There is a lack of affordable housing in Lane County. For every 100 low income renters, there are only 17 affordable housing units. There are also notably high numbers of homeless, and nearly half of these homeless are unsheltered. We have been asked by the U.S. Housing and Urban Development Portland, Oregon Field Office to explore how tiny homes could be used in Eugene and Springfield, Oregon to address the interconnected problems of affordable housing and homelessness.

There is no one definition of tiny homes. Typically, American homes are around 2,600 square feet, whereas the typical small or tiny house is 100-400 square feet. Sometimes they are built on trailer beds, so they can be moved easily, with little more than a room with space for a bed and storage. However, tiny homes can also be built as complete houses, including everything a full-sized house would have, only smaller. Built on foundations with kitchens and bathrooms, these permanent houses can accommodate one or two people. Recently, tiny home villages have been built across the country to house the homeless. These villages share common facilities, which often include larger kitchens and bathrooms, or simply larger indoor living spaces to complement the private spaces of the tiny homes.

To learn how tiny home villages in Eugene and Springfield—the largest cities in Lane County, Oregon—could be used to increase affordable housing stock, we completed a comprehensive literature review and carried out a set of expert interviews. We chose interviewees with a range of experience in politics and the community in hopes of finding common obstacles and best practices when developing low-income housing options. We spoke to political and city officials, affordable housing advocates, experts in community development and builders of tiny home villages.

We then evaluated tiny homes by analyzing the feasibility of building tiny home villages, costs and funding streams available. Specifically, we considered what kind of community support a village would need, the length of time it takes to build a village and how durable the houses are, zoning and land use restrictions to building tiny homes, and if there is land available in Eugene and Springfield on which to build tiny homes. We also looked into how to measure the effectiveness of tiny home villages at increasing affordable housing stock. In addition, we

considered how HUD may be able to help fund tiny houses, if tiny homes will be utilized, and if tiny homes will make an impact on affordable housing stock.

We found that tiny home villages are a good solution to increase affordable housing stock in Lane County, Oregon. It is also projected that tiny home villages will create communal support, benefitting residents' likelihood of long-term housing, employment, and contentment. Given the stringency of HUD funding, permanent models as opposed to transitional funding are most likely to qualify for streams of funding.

Recommendations:

Tiny homes are a feasible, cost effective option to house Lane County's homeless and marginally housed populations.

We recommend the following to HUD to better engage with tiny home villages:

- In order to fund tiny home villages, HUD should help developers access funding information more easily. The significant barriers to applying (such as wait-times, fees) can block beneficial projects from coming to fruition, and especially hinder the efforts of smaller organizations who may not have the resources to go through the application process.
- HUD should encourage more rigorous evaluations of both tiny home villages and other innovative housing solutions in the future.

We recommend the following considerations to tiny home village developers:

- Support from the surrounding neighborhood community is essential, and should be sought early in the process. Developers should do general community outreach.
- Whether upheld by a staff member or generally in the community, the tiny home village should include an internal community agreement.
- Zoning and land use standards are specific to each municipality. Developers should mostly be concerned about housing density (in both Eugene and Springfield) and minimum house size requirements (in Springfield).
- Funding streams through HUD may be used to build tiny home villages, particularly HOME, CDBG, and SHOP programs. Often these funds are allocated from HUD through the city, so developers should contact their city housing authorities directly.

- Before building, project leaders should reach out to other tiny home developers to hear about their building experience. For a preliminary list of tiny home village developers, see Appendix A.
- To find appropriate land for housing communities, speak to city officials, specifically city mayors or city council, to inquire about available land or land banks. There will likely be less flexibility in available lands, so a chief concern is working closely with city leaders.
- Tiny home village organizers should use surveys and other data collection methods to quantify the effectiveness of tiny home villages.

Reservations:

Tiny home villages may not work for everyone. While projects within this scope target single individuals or couples, housing a family in a tiny home may not be a feasible, permanent solution. Even individuals or couples may find the houses simply to be too small to live as they wish. In addition, a village may not provide homeless individuals with sufficient mental health or substance abuse services required to live in such a community space. While the tiny home village model may prove successful for certain residents, it is important that the occupants self-select into this unique living situation.

I. Introduction

How can tiny home villages be used to address the affordable housing shortage in Lane County, Oregon?

Objective and Overview of the Project

The U.S. Department of Housing and Urban Development Portland, Oregon Field Office has tasked our group to evaluate tiny home villages as a solution to the affordable housing shortage in Eugene and Springfield, Oregon, the largest cities in Lane County, Oregon. Our client hopes to understand if tiny homes could successfully increase the supply of affordable housing. Our report will address the feasibility of tiny homes in terms of their implementation challenges, funding possibilities, and effectiveness. This report focuses on the cities of interest, Eugene and Springfield, but will hopefully illuminate the general challenges facing tiny home village creation in Oregon and elsewhere. We will differentiate between transitional communities for the homeless and permanent, subsidized, tiny housing developments. We focus on tiny home villages, which are a group of tiny homes with shared common space. We chose this focus because existing affordable tiny home housing models are mainly villages or groups of houses together. This report discusses but does not focus on prefabricated homes or mobile homes. This is because we determined from our research that it would be difficult to fund these types of housing with HUD funding streams and limitations with house size, issues on which we expand in Section IV.

Approach and Methodology

To learn about how tiny homes could be used to increase affordable housing stock, we completed a qualitative analysis to understand the effectiveness of tiny homes, the implementation feasibility, and the potential funding streams. Our research was composed of a comprehensive literature review and expert interviews.

In choosing interviewees, we sought out those with experience in the political and community realms in hopes of finding common obstacles and best practices when developing low-income housing options. Specifically, we spoke to political and city officials, affordable housing

advocates, experts in community development and builders of tiny home villages. We were able to corroborate testimonials to understand where unique affordable housing opportunities like tiny homes have been supported or met with resistance. We were unable to speak with some individuals due to time constraints, so there is a limitation to our interviewee list. A list of all interviewees is enumerated in Appendix A.

II. Background

The Lack of Affordable Housing in Lane County, Oregon

Lane County, Oregon, the county in which Eugene and Springfield sit, has 157,899 housing units for roughly twice as many people. But only 3,140 of these units are considered adequate, affordable, and available.[1]

Though the median household income in Lane County is $43,685, the median income of renters is only $28,800.[2] Only 17 affordable housing units exist for each 100 low-income renters in Lane County.[3] Of the 707 public housing units available in Lane County, only 11 have been available 60 days or more.[4] Fair market rent has increased more than 10 percent for each bedroom-size (studio, 1-bedroom, 2-bedroom, etc.) in the last ten years.[5]

In addition, the costs of housing are rising. The average home value in Lane County is $227,800, an 8 percent rise over the past year, and is expected to rise by an additional 3 percent over the next year.[6] The mean monthly rental rate is $1,224 and is also expected to rise in tandem with home values.[7]

The lack of affordable housing is particularly acute in Lane County's two biggest cities—Eugene and Springfield. In these cities, the stock of affordable housing does not meet the needs

---

[1] Poethig, Erika et al., "Mapping America's Housing Crisis," *The Urban Institute*, accessed Apr. 26, 2016, http://apps.urban.org/features/rental-housing-crisis-map/.

[2] "Renters Across the Country Are Spending Over 30 Percent of Income on Housing," *Harvard Joint Center for Housing Studies*, accessed Apr. 26, 2016, http://harvard-cga.maps.arcgis.com/apps/MapSeries/index.html?appid=b05d4c1daa2042489bdd99b3e89a27dd.

[3] Poethig, supra, note 1.

[4] Eugene-Springfield Metropolitan Area Community Profile Apr. 2015, HUD Oregon Field Office, 8. On file with authors. [Hereinafter "Community Profile"].

[5] Ibid, 18.

[6] "Lane County Home Prices & Values," *Zillow*, accessed on Apr. 26, 2016, http://www.zillow.com/lane-county-or/home-values/.

[7] Ibid.

of local residents. The affordable housing that does exist is aging and may no longer be habitable in the coming years.[8] This housing shortage is in the face of unemployment, poverty, and homeless rates in the Eugene/Springfield area that are above both state and national rates.

Current HUD Funding for Affordable Housing in Lane County, Oregon

Approximately 4 percent of all households in the United States and 12 percent of all U.S. renter households receive federal housing assistance.[9] In Lane County, through the Housing and Community Services Agency (HACSA), there are 4,300 families a year being housed through Section 8 and public/affordable housing programs.[10] However, housing assistance is difficult to get. The waitlist for a Section 8 voucher in Lane County has been closed since January 1, 2015.[11] In the most recent allocations of Section 8 funding, of the 3,000 applicants in the pool, only 1,600 were selected via lottery system. In addition, the application date for those who most recently received Section 8 vouchers in Eugene and Springfield is January 2010—more than six years ago.[12] As HUD put it in their Community Profile of Eugene and Springfield in April 2015: The need for affordable rental units is more than four times greater than what is currently being provided.[13]

In FY 2015, Eugene and Springfield received more than $31 million from HUD in grants, housing subsidies, and Section 8 tenant rental vouchers.[14] With this funding, Eugene and

[8] Christine Lundberg (May of City of Springfield, Oregon) in discussion with the authors, Feb. 17, 2016.

[9] "Who Lives in Federally Assisted Housing?" *Housing Spotlight, National Low Income Housing Coalition* 2, no. 2 (2012), accessed Apr. 26, 2016, http://nlihc.org/sites/default/files/HousingSpotlight2-2.pdf.

[10] "Welcome to HACSA," *Housing and Community Services Agency of Lane County*, accessed Apr. 26, 2016, http://www.hacsa.org/content/welcome-hacsa-0.

[11] "Section 8 Waiting List," *Housing and Community Services Agency of Lane County*, accessed Apr. 26, 2016, http://www.hacsa.org/content/waiting-list.

[12] Ibid.

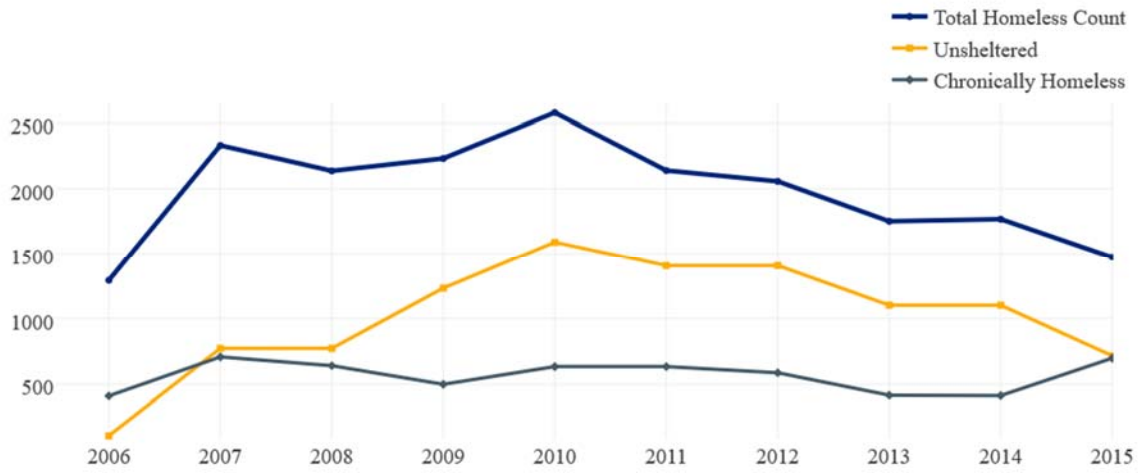
[13] Community Profile, supra note 4, 21.

[14] While this number is the approximate annual funding amount, this amount of yearly funding is not guaranteed. HUD funding needs to be appropriated each year by Congress. Ibid, 2.

Springfield have increased affordable housing and continued to develop homelessness continuum of care programs.[15] But it is clear that this is not enough.[16]

Homelessness Problem in Lane County, Oregon

Figure 1: One-Night Homeless Count, Lane County, Oregon 2006-2015



Source: Continuum of Care Homeless Populations and Subpopulations Reports[17]

There is a significant homeless population in the Eugene and Springfield metro area. In October 2015, HUD reported in its 2015 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations document that there are 1,473 homeless individuals

[15] Ibid, 7.

[16] "For excellent reasons, HUD has set standards for housing. An unforeseen consequence has been an all-or—nothing scenario – if you can't build to those standards, nothing else will do. One consequence is that the unsheltered remain unsheltered. And the number of unsheltered continues to grow across the country, with more and more cities declaring homelessness emergencies. What needs acknowledgement – and financial support—is that sub-standard shelter can indeed be a great improvement over no shelter at all, and may be a more realistic solution, at least in the short term, due to the much lower construction costs and speed of construction." Schneider, Tod, "Homelessness Overview," *HUD Internal Report*, Nov. 9, 2015.

[17] "CoC Homeless Populations and Subpopulations Reports," *HUD Exchange*, accessed Apr. 26, 2016, https://www.hudexchange.info/manage-a-program/coc-homeless-populations-and-subpopulations-reports/?filter_Year=&filter_Scope=CoC&filter_State=OR&filter_CoC=OR-500&program=CoC&group=PopSub.

in Eugene and Springfield. Most of these homeless individuals—1,227—are persons without children, but 223 of these individuals have at least one child under 18 years of age. Of the homeless population, 716 of these persons are unsheltered, 101 live in transitional housing (including Safe Haven programs), and 656 live in emergency shelters.[18] As seen in the figure above, since 2010, approximately half of the homeless population has been unsheltered at the time of the homeless population count.

This count of the homeless population may even undercount the true homeless population because of the difficulties involved in quantifying the homeless population accurately. The homelessness rate is based on a one-night, once a year count. While the point-in-time count covers both sheltered and unsheltered individuals, there is no guarantee that all homeless individuals will be counted. In particular, the count takes place at the end of January. Because of winter weather, some people who are homeless may temporarily stay with friends and family or in a car, leading them to go uncounted.

[18] "HUD 2015 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations: OR-500 Eugene , Springfield/Lane County CoC," *U.S. Department of Housing and Urban Development*, Oct. 29,2015, https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_OR-500-2015_OR_2015.pdf.

Table 1: A Comparison of Poverty and Homelessness in Lane County, Oregon, and the United States[19]

	Eugene	Springfield	Lane County	Oregon	United States
Population	160,561	60,263	358,337	3.97 million	319 million
Median Household Income	$42,715	$39,355	$43,685	$50,521	$53,482
Poverty Rate	24%	22%	18%	17%	15%
SNAP Recipients[20]	20%	30%	21%	4%	12%
Median Gross Rent	$877	$799	$857	$894	$920
Percent of Renters who are Cost Burdened [21]	54%	43%	50%	45%	43%
Homelessness rate per 10,000 residents[22]	-	-	50	31	20

[19] *United States Census Bureau Quick Facts*, accessed Apr. 26, 2016, http://www.census.gov/quickfacts/table/PST045214/4123850,4169600,41039,41,00.

[20] Community Profile, supra note 4, 16.

[21] In our research, we found definitions of cost-burdened as being more than 30 percent or 35 percent of one's income going toward rent. Because we have data for all of our areas of interest for a threshold of 35 percent, that is the definition we use here. Ibid, 19.

[22] Ibid, 20.

What Are Tiny Homes and Where Have They Been Used?

A Definition and History of Tiny Homes

There is no one definition of tiny homes. Typically, American homes are around 2,600 square feet, whereas the typical small or tiny house is between 100 and 400 square feet.[23] Tiny home village are groups of tiny homes which may have shared common areas, kitchen, and bathroom facilities.

There are two main models of tiny home villages: transitional and permanent housing. Transitional tiny homes typically consist of a small space with a bed and space for storage. In most cases, there are no bathroom or kitchen facilities in the unit. Instead, transitional tiny home villages have common space with shared bathrooms and kitchen area. The objective of the transitional model is not to provide a permanent place to live, but to provide a stepping stone to more permanent housing for homeless individuals. Transitional tiny home villages provide homeless individuals with a safe place to sleep and keep their property, as well as a community they can rely on while they look for a job and permanent housing.

The permanent model consists of slightly bigger houses that are more permanent structures. The permanent houses are designed to last 100 years, as long as a regular-sized house would last. These houses typically have a bathroom and kitchen in every unit. Permanent villages also often have common shared spaces to contribute to community building. Generally, the objective of the permanent tiny home villages is to increase the supply of affordable housing.

Tiny homes for the homeless are an offshoot of the "Housing First" model for addressing homelessness that prioritizes the autonomy of the inhabitants of the village. Many cities address homelessness with a Housing First model.[24] The idea is simple: provide housing first, offer services later. In this model, clients are required to pay rent—often 30 percent of their

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[23] *See, for example*, "What is the Tiny House Movement?" *The Tiny Life*, accessed Apr. 26, 2016, http://thetinylife.com/what-is-the-tiny-house-movement/.

[24] *See, for example*, McEvers, Kelly, "Utah Reduced Chronic Homelessness By 91 Percent; Here's How," *NPR*, Dec. 10, 2015, accessed Apr. 26, 2016, http://www.npr.org/2015/12/10/459100751/utah-reduced-chronic-homelessness-by-91-percent-heres-how.

income, or up to $50 per month. Similar to the current growth in support for tiny homes, Housing First has historically been contingent on community-based organizations' involvement and community members' support.

Why Tiny Homes as an Affordable Housing Model?

Tiny home villages are attractive because they provide a sense of ownership of a small private space in addition to a sense of co-ownership and community that comes from the larger common areas. Having common areas incentivizes the inhabitants of the village to interact in a natural social environment. This contributes to the building and maintenance of a sense of community. Additionally, in many tiny home villages, members of the community are expected to contribute to the maintenance and functionality of the village. This set of activities limits social isolation and are central in creating a sustainable community.[25]

Andrew Heben, author of *Tent City Urbanism*, found this sense of community important in tent cities and more recently in tiny home villages. In informal interviews conducted in his multiple visits to different tent cities, community members were asked to rank the type of shelter they would most prefer. He found that, "affordable housing [w]as a first choice, followed by a tent city as a second alternative. The third choice was mixed—some preferred the local shelter while others preferred the street. [...] The preference of the tent city was largely attributed to the sense of autonomy and safety that the informal communities offer."[26] Shelters ranked low as a housing option because they often have strict rules, including separating couples, and offer no private space.

In addition to community, transitional tiny home villages can serve more individuals than the units they have available. For example, Opportunity Village in Oregon has 29 units, but has served more than 90 individuals since its opening in 2013. Once acclimated to community living, the individual may be better prepared to move into more permanent affordable housing.

[25] Heben, Andrew, *Tent City Urbanism: From Self-Organized Camps to Tiny House Villages* (Eugene, OR: The Village Collaborative, 2014).

[26] Ibid, 12.

Tiny Home Villages Across the United States

Tiny home villages have popped up across the United States. There are many examples of tiny homes being used as housing for the homeless, including, but not limited to, Dignity Village in Portland, Oregon, OM Village in Madison, Wisconsin, and Community First Village in Austin, Texas. These villages are consistently at full occupancy, and some even have a waitlist of individuals wanting to live there. Overwhelmingly, these projects have flourished in the Northwest. Oregon alone accounts for four of the nation's tiny home villages.[27] Central to their success has been community support, both in terms of acceptance and funding. Below we outline three villages as examples of tiny home villages with both temporary and more permanent housing: Dignity Village, OM Village, and Quixote Village. We profile these villages as examples of different approaches and different models of tiny home villages.

Dignity Village[28]

Dignity Village began as a transient tent city in Portland, Oregon in December 2000. The village was forced to move around the city until it found its current location, on a bus route outside of town. Dignity Village signed a lease with the city for $1/year for their current location in 2004. Over the next several years, the village evolved from tents to more permanent tiny homes. The houses were funded by private cash and in-kind donations. The land is designated by the Oregon Code as a campground. It now contains 43 raised homes with a program support professional who is employed by a local non-profit organization. Residents pay $35 in rent per month in addition to 10 hours of volunteer labor to maintain the village. Rent from the 55 residents covers 80-90 percent of the $30,000 per year operating costs of the village. The remainder is covered by private donations and resident-run microbusinesses, such as food carts and firewood collection. The main drawback of the village is its distance to the downtown and services: It is approximately an hour-long bus ride to downtown on a weekday. The village is also seen by the city as being temporary, as it is intended that residents stay no longer than two years. While Dignity Village was controversial when it was being built, it now is

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[27] Johnson, Cat, "11 Tiny House Village Redefining Home," *Shareable*, Sept. 17, 2014, accessed April 26, 2016, http://www.shareable.net/blog/11-tiny-house-villages-redefining-home.

[28] *See* Mingoya, Catherine. "Building Together. Tiny House Villages for the Homeless: A Comparative Case Study" (master's thesis, Massachusetts Institute of Technology, 2015); Katie Mays (Dignity Village) in discussion with the authors, Apr. 11, 2016; "History," *Dignity Village*, accessed Apr. 26, 2016, https://dignityvillage.org/history.

more integrated into the community. The village generally has a good relationship with the surrounding businesses.

OM Village[29]

OM Village was built as an offshoot of the Occupy movement in Madison, Wisconsin. The village started with three 98-square-foot cabins on wheels, and has since expanded to nine units. Each unit has a sink and there is a shared space with bathrooms and a kitchen.[30] Originally, OM Village appealed to City Council for the right to park these structures on church property. OM Village began to expand, and moved to a permanent location. After a $50,000 crowdfunding campaign to build ten more permanent structures, the group successfully built a prototype for $5,000.[31] Residents at OM Village do not pay rent, but are required to work ten hours per week at the community workshop, which makes goods that are then sold to support the project, or on other maintenance projects on the property.[32] The village has eschewed public funding, opting instead to raise money through private individuals and organizations. The Board shows an unwillingness to get involved with HUD due to the perceived administrative burden.[33]

Quixote Village[34]

In December 2013, a group called Community Frameworks in Olympia, Washington worked to transform an informal tent city on church land into a tiny home village. Quixote Village is a publically subsidized permanent project, and contains 30 tiny cottages on a two acre site. Each 144-square foot home has a half bath, closet, front porch, and garden area. The village also includes a community center with extensive shared space that includes lockers for storage, a

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[29] *See generally*, Mingoya, supra note 28.

[30] Erickson, Doug, "One year in, Madison's village of tiny houses wins over many neighborhood critics," *Wisconsin State Journal* (Madison, WI), Sept. 26, 2015, accessed Apr. 26, 2016, http://host.madison.com/wsj/news/local/one-year-in-madison-s-village-of-tiny-houses-wins/article_6d1a54cc-343a-5775-b3de-5fa341677580.html.

[31] Tortorello, Michael, "Small World, Big Idea," *The New York Times* (Olympia, WA), Feb 19., 2014, http://www.nytimes.com/2014/02/20/garden/small-world-big-idea.html?_r=0.

[32] Mingoya, supra note 28.

[33] Brenda Konkel (OM Village), email message to authors, Apr. 16, 2016

[34] "Tiny Houses: A Permanent Supportive Housing Model, White Paper," *Community Frameworks* (Mar. 2015).

laundry room, and large kitchen. The village employs a full-time program manager and a full-time residential advocate.

Quixote Village features a resident-run model. Each tenant is a member of the Resident Council, which elects officers every six months. Panza, the non-profit organization sponsor of the village, also attends the Resident Council meetings, helps staff Quixote, and coordinates legal and political advocacy. Thus, while residents are able to lead the village, Panza is still actively working parallel to residents themselves to ensure sustained success.

Tiny Homes in Lane County[35]

In addition to the tiny home villages across the county, there is currently one active tiny home village in Eugene: Opportunity Village. It is managed by SquareOne Villages. SquareOne Villages is a non-profit organization based in Eugene, Oregon that works to create self-managed communities of cost-effective tiny houses for people in need of housing. SquareOne is planning a second, more permanent tiny home village, Emerald Village, slated to open in fall 2016.

Similar to OM Village, Opportunity Village was born out of the tent cities of the Occupy Movement. The village opened in August 2013 and consists of 29 small buildings, designed to be transitional housing. Each house is essentially a room, a more sturdy replacement for the tents in which the homeless individuals had previously lived. The houses have no bathrooms nor kitchens, but they lock and have space for a bed and storage. There is a common shared kitchen, bathroom, and meeting space. Along with the tiny home, residents receive a bus pass and access to wireless internet.

The community is largely self-governed. Residency requires both cooperative labor and adherence to five basic rules: 1) no violence, 2) no theft, 3) no drinking/drugs, 4) no persistent disruptive behavior, and 5) everyone must contribute to the operations and maintenance of

[35] Dan Bryant (SquareOne Villages) in discussion with the authors, Mar.-Apr. 2016; Andrew Heben (SquareOne Villages) in discussion with authors, Mar.-Apr. 2016.

Opportunity Village.[36] Since the start of the project, there have been approximately two successful transfers out of the village for every resident that had to be asked to leave.[37]

Emerald Village is the planned extension to Opportunity Village. While Opportunity Village is designed to get people off the street, the goal of Emerald Village is to create permanent affordable housing for both formerly homeless individuals who have been living in transitional housing and other marginally housed members of the community who are at risk of losing their housing. The village will consist of 22 houses, each 150-250 square feet, on a 1.1 acre piece of land. Each house will include a small kitchen and half bath. The project aims to create housing that is affordable for an individual living solely off of disability payments, with no more than one-third of disability income to go toward rent.

Emerald Village will be a limited equity housing cooperative. This means that the residents will own a share of the co-op. This is not strictly home ownership, as the co-op leases the facility from SquareOne Villages. Nonetheless, if the residents decide to leave they will have the opportunity to sell their share, allowing them to have equity to invest in their next place of housing. There will be 22 co-op shares, one for each home. The initial value of each share will be $1,500. SquareOne Villages estimates that a portion of a resident's monthly payment ($50 to $75) will go towards their co-op share.[38] Once a person's share is fully paid up, a resident's monthly payment will go down. When a person moves, the non-profit will buy out their share and start the process over with the new resident. Shares will earn interest if payments are made on time so that the value of the investment grows modestly.

General Challenges Facing Tiny Home Villages

While we evaluate the challenges of tiny home communities more thoroughly in Section IV, here we outline a main challenge facing transitional tiny home communities that have limited their proliferation.

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[36] These five rules are adapted from Dignity Village.

[37] Dan Bryant, supra note 35. We do not have comparable figures for other tiny home villages.

[38] The exact amount will depend on the accuracy of these estimates and whether the maintenance portion of the budget is adequate.

Transitional models of tiny homes are often not considered official dwelling units, because they may not include a kitchen or bathroom. The International Residential Code (IRC), for example, defines a dwelling unit as: "A single unit providing complete independent living facilities for one or more persons, including permanent provisions for living, sleeping, eating, cooking and sanitation."[39] While there are provisions in the IRC that exempt smaller structures from specific permitting requirements, there is no similar exemption for the electrical, plumbing or heating/cooling systems that would be associated with a dwelling unit.[40]

Often, not being considered a dwelling unit leaves a transitional tiny home in conflict with local building code requirements. To be considered as more than temporary housing, though, all models must meet the following requirements:[41]

- be large enough for a standard-size bed, chair, table, and some storage;
- be conditioned, meaning heated and insulated;
- have electricity;
- have a standard ceiling height;
- have full bathrooms and cooking facilities nearby; and
- be sustainably built for long term use whether the tenant stays for a short or long time.

This is of particular importance for tiny homes that may be built using HUD funding, which not only has stipulations, but requires housing to meet these dwelling unit definitions. Where tiny home villages have managed to navigate these challenges, they have been successful.

[39] Tiny Houses Overview and Regulatory Challenges – September 2015 Working Draft. On file with authors.

[40] Ibid.

[41] "Tiny Houses: A Permanent Supportive Housing Model," supra note 34.

III. Criteria

To evaluate the feasibility of using tiny home villages to increase affordable housing stock, we consider the implementation feasibility, funding, and effectiveness of tiny homes. Specifically, we ask the following questions:

Implementation Feasibility

- Is there community support for building tiny home villages? Have previous tiny home villages faced challenges from the community? What kind of community support is necessary?
- How long will it take to build tiny homes? Will the houses last?
- What are the zoning and land use barriers to building tiny home villages?
- Is there available land on which to build tiny home villages?

Costs and Funding

- How much do tiny homes cost to build? To upkeep?
- How are current tiny home villages funded?
- What different funding streams are available?
    - Are there funding streams from HUD that could be used?
        - In what ways can these funds be used? Are there limitations?

Effectiveness

- In what ways can tiny homes be deemed effective?
    - By what metrics should tiny homes be judged?

IV. Feasibility Evaluation

Implementation Feasibility

Community Support

Community support came up as being particularly important to the success of a tiny home village in two main areas: within the greater neighborhood community and within the village community.

Each neighborhood in which a tiny home village will be built will have particular concerns about the building of the village. Some neighborhood concerns could include safety, health, and resident behavior issues. A neighborhood's particular concerns should be identified from the outset of planning. All the tiny home villages with whom we spoke noted that the neighborhood community was more likely to support the building of a tiny home village if residents were notified in the early planning stages and included in discussions.

Different tiny home villages have taken various approaches to include the neighborhood in the planning process. OM Village in Madison, for example, mentioned that neighborhood support was one of their main challenges. They approached the problem by engaging neighbors and answering questions. In their case, the City Council was supportive, which helped to get the surrounding community's support. Dignity Village in Portland also spoke about getting neighbor support as being important in the building process. Dignity Village expressed that while there was some initial conflict, they now have a positive relationship with their neighbors. In addition, Andrew Heben of SquareOne Villages attributed the organization's success siting Emerald Village to early outreach to the neighborhood association.

In addition to neighborhood support, we found that it is important to have internal village community support. Many of the villages with which we spoke have community agreements. While the exact text varies village to village, the rules in the agreement document state the basic expectations for living in the community. They must be agreed upon and signed by all the members of the village. Should a rule be broken, there are consequences. The consequences vary depending on the gravity of the negative conduct, and range from a simple warning to

expulsion from the village. The agreements serve as a concise way to inform the residents and the surrounding neighborhood of the positive culture that the village is fostering.

In conjunction with the community agreement, an application process is also a very important component of internal community building. The application for residency may include a background check, skill inventory, and questionnaire. This application will help whoever goes through the applications to accept residents who are compatible with and can support the mission of the village.

To aid in the application process and upholding the community agreement, some tiny home villages are self-governed and some have staff. Staff members in these villages are often part-time, helping with the management of the village and assuring the well-being of the residents. The positions can be funded by resident rent, the city, or a non-profit organization. If the staff member is also a resident of the village, it is important it is a person who wants to be an active part of maintaining and cultivating a positive, collaborative environment.

Neighborhood outreach, a community agreement, and an application process will help a tiny home village be successful once built. Internal and external community support could help the project transcend stigma against the marginally housed.

Time to Build Tiny Homes and Tiny Home Durability

Tiny home villages can vary in the time they take to build, depending on if they are part of the transitional or permanent housing model.

The villages with whom we spoke that offered transitional housing took longer to build. Opportunity Village, for example, took nine months to build. However, this is because it was built entirely with volunteers, and was built up as donations came in. This story is similar in some of the other villages. Each house does not take long to build, though. If all the funding is already in place, a transitional village can be built in one to two months.

A more permanent housing model from start to finish, including site work and laying a foundation, can take at least four months (based on the expectation of the time it will take to build Emerald Village). This timeline is also based on the use of volunteer labor. Even though

the time to build a permanent tiny home is longer per house than building a temporary housing structure, it is still less time than building an average single family home, which takes about seven months.[42]

Even though tiny homes take less time to build than regular homes, more permanent tiny houses are expected to last the same amount of time as regular houses. The permanent houses in Emerald Village, for example, are expected to last 100 years, the length of time a normal single family home is expected to stand. It is unclear how long a temporary tiny home would last.

Zoning and Land Use

Eugene[43]

In Eugene, according to a Land Use Supervisor, city codes are amenable to building tiny home villages as long as they follow land use and building codes. Short of any covenants on the property, the land use code does not preclude tiny homes from being built in particular residential zones. Site review is not required in Eugene, unless there is an overlay zone requiring it. The development standards in the code can be flexible, subject to an adjustment, which is a discretionary decision of the Planning Director. During the process, public notice is given (which may trigger some neighborhood feasibility problems, discussed more below). The process is state mandated and takes two to three months. There is no differentiation in the code between a manufactured and a permanent home, so either transitional housing or permanent housing could be built.

Density issues are not a big feasibility concern in Eugene. Tiny home villages can be considered multifamily developments and the zone regulates the density. Under these regulations, a tiny home village would need to have at least 400 square feet of open space on the property, and at least 100 square feet outside each dwelling. In an R-2 Medium-Density Residential Zone, there can be up to 28 tiny homes per acre; that number goes up to 112 in an R-4 High Density

[42] Zhao, Na, "How Long Does It Take to Build a Single-Family Home?" *National Association of Home Builders*, accessed Apr. 26, 2016, http://eyeonhousing.org/2015/08/how-long-does-it-take-to-build-a-single-family-home/.

[43] Kristie Brown (Land Use Supervisor, Eugene, Oregon) in discussion with the authors, Feb. 25, 2016.

Residential Zone. The zones vary in the maximum percentage of the lot on which houses can be built, but for tiny home villages, this requirement is likely not an issue, due to the spacing and setbacks of the houses. However, developers should be aware of these limits.

In order to build several small properties on a larger lot, there are a few options. Opportunity Village was a conditional use in an industrial zone. The tiny houses were deemed sleeping quarters only, because they lacked a kitchen and bathroom. Emerald Village will be built in a special zone, which allows for many different density options. Tiny homes could also be built as a subdivision or as multifamily on a single lot with the communal buildings considered an accessory use building.

Should a developer want to sell the tiny homes, there is an option to condo the property (where homes are individually owned, with access to common facilities). However, given that the goal is to increase affordable housing stock, many of the residents would not have the upfront capital to purchase a tiny house outright. If developers choose this route, they would maintain ownership until a certain percentage of the units have been sold. Once a majority have been sold, control reverts to a homeowners association and developers could continue to own the common space. A cluster subdivision is also possible, where a group of properties is built on the same land with shared common space). But it is more expensive than other options and does not give a lot of latitude to common property, so is not recommended for a tiny house village that would have shared facilities.

Future developers in Eugene can benefit from the example set by SquareOne Villages, the organization that built Opportunity Village and is planning Emerald Village. Since the process of permitting and zoning a tiny home village has already succeeded in Eugene, developers could follow the established path.

Springfield[44]

Springfield is more guarded than Eugene in terms of land use and building requirements, but the city is amenable to tiny home villages being built. According to a Development Director,

[44] David Bowlsby, Tom Boyatt, Jim Donovan, Phil Farrington, Neil Obringer, and Matthew Ruettgers (City of Springfield) in discussion with the authors, Mar. 9, 2016; Gregory Mott (City of Springfield) in discussion with authors, Feb. 23, 2016.

Springfield wants to capture as much density as possible in the residential zoning districts, without spot zoning one property to be different than the rest of the area. The city building code may be flexible in its interpretation, but the city wants to make sure that the buildings built fit within the City Council's goals for the community, and that the housing is safe and decent. City officials seemed to be open to creativity in terms of growing affordable housing stock while making sure that the code is upheld.

Similar to Eugene, Springfield does not consider the dwelling type in zoning districts, as long as the dwelling meets the building code and density limits. Density limits vary from 7-14 units per acre for a low density residential area to more than 100 in a mixed use district.[45] Generally, in high density and mixed use districts, the idea is to build up (such as with apartment buildings), but there is no prohibition against building out with a tiny home village.

In Springfield, builders are more limited by the minimum house size. The minimum site-built house size is 120 square feet; however, if the house is a manufactured home, the minimum is 1,000 square feet, more than twice the average size of a tiny house. But, a house on wheels, effectively a trailer, would fall under the motor vehicle code rather than the manufactured home standard, so could be smaller. Another recognized way to avoid the 1,000 square foot manufactured home requirement is to build component parts off-site and put them together on site. The existing minimum house sizes are possible to change, but a developer would need to make a formal code change application and get approval from City Council.

Another key definition in state and local code is that to be considered a dwelling unit each tiny home would need to have a permanent kitchen (or at least something to prepare a meal) and a bathroom. This makes a transitional housing model more difficult under current code. With a primary kitchen structure, a tiny home village with up to five homes could be considered one home. However, the property would be unable to be separated for individual ownership, should that be a goal of the developer.

It is possible to apply for a stand-alone shared kitchen unit to supplement the single ownership approach. To build the stand-along shared kitchen, a developer would need to do some

[45] A mixed use district allows multiple types of properties, such as residential and business, to be build.

additional design work during the site planning process to allow more than five residents under single ownership in the higher density residential districts. A planning pre-application review procedure is recommended by the City of Springfield for this approach. This additional meeting with the city is to discuss potential issues with code interpretation and non-standard development approaches. The process is called a Development Issues Meeting and it is in addition to the standard land use review and approval procedure prior to building permit issuance. Formal submittal of the proposal, after pre-application development issues discussions, triggers the Oregon statutory timeline (120 days) for approval of land use decisions. Springfield's standard timeline for these pre-application, planning and building procedures is 2-4 weeks per step. Concurrent submittals may expedite the process.

Should a developer want to allow each house to be individually owned, they would need to subdivide the property or go through the condo process. Under the subdivision process, a common area with a shared kitchen structure could also be proposed through a process similar to the one outlined above. Previous clustered subdivisions approved by the City of Springfield have included commonly held structures and properties such as parking lots, or storage, but a shared kitchen is not within a strict interpretation of the code. By definition, Springfield's Cluster Subdivision Application allows a developer to create a cottage cluster with each unit owning the ground under the footprint. This floating lot approach is similar to going through the condo process in that it creates individually held property surrounded by commonly held property, accomplishing the desired result of shared kitchen facilities.

At present, the simplest approach is to provide individual units with kitchen-type facilities under the cluster approach for individual ownership. The City of Springfield expressed its openness to multiple tiny home approaches and seemed willing to streamline the code procedures in the future based upon initial evidence of tiny home villages' effectiveness.

Oregon and the United States

Oregon has general state land use regulations through the Oregon Revised Code. But builders and developers in each city have to consider the zoning and building codes of their municipality. Even Eugene and Springfield, neighboring cities in the same state, have different regulations. Without knowing the specific regulations in a city, it is difficult to speak about the zoning feasibility of a tiny home village outside of Eugene and Springfield.

Land Availability

Eugene and Springfield are both relatively low density cities. Tiny home villages, either in Lane County or in other cities, can be sited on small tracts of land of an acre or two for 20 to 30 houses. The critical determinant of land availability, however, is not the number or size of open lots but the tolerance for tiny home villages in the surrounding neighborhood.

SquareOne Villages found lots for both its tiny home villages in Eugene. The difficulty lay in finding land for the villages that was near to services and employment without creating substantial opposition from the neighborhood. Opportunity Village was built in a light industrial zone on a piece of land already owned by the city, which the city has leased to the village. Although not centrally located, the village is close to a bus line and provides bus passes to the residents for transportation. The land for Emerald Village was bought in June 2015, and is located between a residential neighborhood and a railroad. Dignity Village in Portland similarly found land outside of the downtown area, but still on a bus line.

Costs and Funding

Funding Models of Current Tiny Home Villages

The costs for tiny home villages break down into the capital costs of building and the operating costs of maintaining the village. Here we review the costs and funding of three distinct villages: Opportunity Village, a transitional village model; Emerald Village, a permanent village model; and Quixote Village, a permanent village model that used HUD funding.

In both capital and operating cost categories, there is large variation between Opportunity and Emerald Village. Opportunity Village functions largely as a replacement for a homeless encampment. It was built on city land, and the start-up costs were quite small. In all, the village's capital costs totaled approximately $212,000 for 29 units, or $7,300 per unit. More than half of that cost was raised through in-kind donations from members of the broader Eugene community, while the remaining was made up of cash donations. In addition, the city provides the land. The operating costs are approximately $3 per night per person, and the

residents pay $1 of that (or $30 a month) to cover utilities and other costs. The remaining $2 per night, or $60 per month per person, is covered by fundraising.

Emerald Village will cost approximately $1.5 million dollars for 22 units, including the cost of land, or approximately $60,000 per unit. The operating costs will be covered by rent from tenants. Rent will be set at a level such that a person living off disability assistance need not spend more than one-third of that income on housing. If sufficient capital can be raised for start-up costs, rents will be around $250 to $300 per month. The rent will need to be higher if a mortgage is needed. SquareOne Villages is in the process of raising the capital for Emerald Village and has already bought the land.

Quixote Village, a 30-unit tiny house community, cost $3.16 million in development. A white paper by Community Frameworks breaks down Quixote Village's costs and funding streams into detail.[46] More than half of the $3 million that went into capital expenses was spent on site and building construction. The cost per unit is $102,000, which is substantially lower than studio apartments; these typically cost $200,000. The village has a yearly operating budget of $246,000, of which a substantial portion is spent on two full-time employees who manage the resident needs and property. Approximately one-third of the operating costs of the village are spent on utilities and maintenance. Operating costs are covered primarily by Section 8 project vouchers, plus grants from the state and county.[47]

Building costs for Quixote Village included the cost of land, remediation, and building fees. The land was effectively free, most of the architectural and engineering services were donated, and a significant donation was made for excavation services. Panza, the parent group managing Quixote Village, needed to raise about $2.6 million. Although Panza turned to community and private organizations for funding, they were also granted $110,000 from city CDBG grants and $604,000 from state CDBG for further development, and $60,000 for the first year of program services.[48] The rest was funded by private, in kind transfers, private cash grants, inputs from

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[46] Ibid.

[47] "FAQ," *Quixote Village*, accessed Apr. 26, 2016, http://quixotevillage.com/faq/.

[48] Letter from Timothy Ransom (Panza) to Steve Friddle (Olympia Community Services Manager) and Anna Schlect (Olympia Housing Program Manager), May 6, 2013, accessed Apr. 26, 2016, https://drive.google.com/file/d/0B2jI5OLgYdyYRVQ0NElRekxqWEU/edit.

Thurston County Land Donation and County Capital, and nearly half of total costs ($1.5 million) were received from the Housing Trust Fund.

Getting these funding streams proved difficult, however. Receiving Housing Trusts funds was the result of strong, successful lobbying by Panza employees and Quixote Village proponents to the State Legislature. Also, it is worth noting that CDBG funding was only given on the contingency that Quixote Village be developed differently than Opportunity and Dignity Villages: with prevailing wage laborers and not volunteer workers. The project set aside $56,000 per annum for social services and management within the camp, which came from Panza, but those funds were projected to be exhausted by the end of the first year.

Possible HUD Funding Sources

Tiny home villages are relatively inexpensive to build. Excluding Quixote Village, most of the villages cited in this report relied entirely on private and non-profit donations to raise capital costs. Interviews revealed that many organizers of these villages were either uninterested in navigating the perceived hassle and requirements that go with public funding or were unsure how to acquire HUD funds, given their limited resources. However, there are HUD funds that tiny homes can access.

Community Development Block Grants (CDBG)

Community Development Block Grants can fund a number of activities, including job creation, providing services to vulnerable populations, and providing affordable housing.[49] In each of the past five years, Eugene has received a block grant of approximately $1.25 million dollars and Springfield's grant per year was approximately $500,000. In fiscal year 2013, Eugene spent $358,000 on housing from this grant, while Springfield spent $111,000.[50]

[49] "Community Development Block Grant Program – CDBG," *U.S. Department of Housing and Urban Development*, accessed Apr. 26, 2016, http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs.

[50] Community Profile, supra note 4, 6.

Although new housing construction cannot be funded through CDBG, CDBG can fund land acquisition and infrastructure improvements for tiny home villages. Quixote Village used CDBG funding for the construction of the community center.

Emergency Services Grants

Emergency Services Grants are used primarily for the renovation of homeless shelters. While neither Eugene nor Springfield currently receive funds from this program, Oregon Housing and Community Services allocates a grant to Lane County. This grant is dedicated to homeless shelters. Although Opportunity Village or other transitional tiny homes villages are not classified as homeless shelters, they share many of the attributes of one. If SquareOne Villages or another tiny home developer could successfully make the case that Opportunity Village or other transitional tiny home villages are a shelter, it is possible that funds from this program could be used for operating costs, such as utilities, repairs, and food.

HOME Investments Partnership Program (HOME)

The HUD HOME Investment Partnerships Program distributes grants to cities and states to fund affordable housing projects and provide direct housing assistance to low-income renters. The Eugene-Springfield consortium has received nearly $1 million yearly from this program, which the cities split approximately 70/30.[51] If a tiny home village in Eugene or Springfield were to apply for this program, HUD policy would require that the tiny homes are built with labor compensated with Davis-Bacon prevailing level wages, which would make the houses significantly more expensive to build than if they used volunteer labor or paid local wage rates. In addition, tiny home villages constructed with HOME funding would have to meet HUD's housing quality standards, which means each unit would need to include a full bathroom and kitchen. However, local housing ordinances supersede the HUD standards. So another village could follow the example of Quixote Village, which was able to receive HOME funding when the city of Olympia, Washington amended its definition of a single occupancy residency (SRO) so that tiny homes could qualify.[52]

[51] Ibid, 7.

[52] "Tiny Houses: A Permanent Supportive Housing Model," supra note 34.

HUD Federal Housing Administration (FHA) Multifamily Mortgage Insurance[53]

The HUD Federal Housing Administration (FHA) Multifamily Mortgage Insurance Program requires that loans be allocated to the "construction or rehabilitation of detached, semi-detached, row, walkup, or elevator-type rental or cooperative housing containing five or more units." The program is offered to any rental housing at market rate, or for properties that accept rental assistance (project-based or tenant-based vouchers). Any renovations made must be substantial—exceeding $6,500 per unit and 15 percent of the appraised value. For cooperatives that have over four bedrooms and no elevator, the statutory mortgage limit would be capped at $104,540.[54] Contractors must pay laborers Davis-Bacon prevailing wages. Rates were reduced effective April 1, 2016, which is anticipated to spur the rehabilitation of an additional 12,000 units of affordable housing annually, benefiting 40,000 more low-income families over the next three years.[55]

Low Income Housing Tax Credits (LIHTC)[56]

Low Income Housing Tax credits are distributed by Oregon Housing and Community Services (OCHS). The goal of the LIHTC program is to encourage individual and corporate investors to fund and build affordable rental housing. The tax credits can either be 9 percent or 4 percent—meaning that the LIHTC either provides equity equal to the present value or either 30 percent or 70 percent, respectively.[57] The process for accessing the funds, however, is both time-intensive and costly. Developers may spend up to $40,000 to craft the application and only see

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[53] "HUD FHA 221(d)(4) Multifamily Loan Program Overview," *Commercial Real Estate Finance Company of America*, accessed Apr. 26, 2016, http://www.crefcoa.com/hud-fha-221d4.html.

[54] The most recent number the authors could find was from 2013. It is unclear if there are rate reductions that will affect these limits. "Annual Indexing of Basic Statutory Mortgage Limits for Multifamily Housing Programs," *Federal Register* 78, no. 87 (2013): 26383, accessed Apr. 26, 2016, http://www.crefcoa.com/Docs/2013%20Multifamily%20Statutory%20Mortgage%20Limits.pdf.

[55] Sullivan, Brian, "FHA to Cut Insurance Rates on Multifamily Mortgages," *U.S. Department of Housing and Urban Development*, Jan. 28, 2016, accessed Apr. 26, 2016, http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2016/HUDNo_16-008.

[56] "The Cost of Affordable Housing Development in Oregon," *Meyer Memorial Trust* (Oct. 2015), accessed Apr. 26, 2016, http://mmt.org/wp-content/uploads/2015/12/Cost-Efficiencies-white-paper-FINAL-10_1_15.pdf.

[57] "Low-Income Housing Tax Credits: Affordable Housing Investment Opportunities for Banks," *Community Developments, Office of the Comptroller of the Currency* (Apr. 2014), accessed Apr. 26, 2016, http://www.occ.gov/topics/community-affairs/publications/insights/insights-low-income-housing-tax-credits.pdf.

one-third of their desired projects funded. Likewise, it is not uncommon for developers to undergo the application process multiple times. These are especially significant barriers to applications coming from smaller non-profit organizations.

Section 8 Project Vouchers[58]

Section 8 Project-Based Vouchers are distributed by public housing agencies (PHAs). PHAs release project-based vouchers to private owners to rent some or all of the units in their housing developments to low-income families. Many of these private owners are for-profit entities, but not exclusively so. Vouchers are contingent on multi-year housing contracts between the private owner and HUD. To fund the vouchers, Congress appropriates annual funding. These vouchers differ slightly from Housing Choice Vouchers. Specifically, vouchers do not have transferability, as rental assistance does; they are tied to one specific housing development or unit.

Section 8 Housing Choice Vouchers[59]

Housing Choice Vouchers, also distributed by PHAs, are extended to individuals with incomes not exceeding 80 percent of the poverty line. Under the voucher, the recipient has at least 60 days to find housing. Recipients are free to choose housing of their choice and the voucher is connected to them, rather than the property in which they live. But their housing choice must meet the habitability requirements of the program. The subsidy is paid by the PHA directly to the landlord, and the family pays the difference not covered by the subsidy.[60] The voucher is then put towards rent, with the recipient paying the difference not covered by the subsidy or at least a "minimum rent."[61] Vouchers can also be applied to mortgages, enabling low-income

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[58] "Policy Basics: Section 8 Project-Based Rental Assistance," *Center on Budget and Policy Priorities*, accessed Apr. 26, 2016, http://www.cbpp.org/research/housing/policy-basics-section-8-project-based-rental-assistance.

[59] "Policy Basics: The Housing Choice Voucher Program," *Center on Budget and Policy Priorities*, accessed Apr. 26, 2016, http://www.cbpp.org/research/housing/policy-basics-the-housing-choice-voucher-program.

[60] "Housing Choice Vouchers Fact Sheet," *U.S. Department of Housing and Urban Development*, accessed Apr. 26, 2016, http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/hcv/about/fact_sheet.

[61] Housing authorities can set the minimum rent, up to $50. *See* "New Bill Proposes Minimum Rents for Public Housing, Voucher, Project-based Section 8 Residents," *National Low Income Housing Coalition*, accessed May

families to purchase, rather than rent, homes. Currently, the Section 8 waitlist in Lane County is closed and is not accepting new applications.

Self-Help Homeownership Opportunity Program (SHOP)[62]

The goal of Self-Help Homeownership Opportunity Program funds is to create a sense of pride and community through "sweat equity"—wherein the future homeowners themselves, in partnership with non-profit organizations and volunteer labor from the community, build the home. Funds are provided to the non-profit organizations administering this kind of model, and are considered to be start-up funds, because they can only be used for either site acquisition or on-site development. Annually, there is approximately $25 million available, granting between $450,000 and $13 million to three to six of the applicants. National or regional organizations qualify for funding, as do consortia (two or more non-profit organizations that are located in at least two states). Those organizations then must choose future homebuyers who would qualify for low-income housing under HUD's definitions of low-income households.[63] Members of the household must contribute a minimum of 100 hours of sweat equity. Moreover, SHOP funding *requires* that physical construction involve community participation. Once the house is built, HUD standards of safety and durability apply. This funding source may be a good option for tiny home village developers, because of the ability to use volunteer labor, which would cut building costs, and because the grant is not tied to minimum house size requirements. In addition, by involving community participation in the building, this type of grant is likely to help build support from local residents.

2, 2016, http://nlihc.org/article/new-bill-proposes-minimum-rents-public-housing-voucher-project-based-section-8-residents.

[62] "A Guide to Using Self-Help Homeownership Opportunity Program Funds," *U.S. Department of Housing and Urban Development* (May 2005), accessed Apr. 26, 2016, https://www.hudexchange.info/resources/documents/A-Guide-to-Using-Self-Help-HOMEownership-Opportunity-Program-Funds.pdf.

[63] HUD defines low-income as: "A household whose income does not exceed 80 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families. HUD may establish income ceilings higher or lower than 80 percent of the median for the area median on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes." "Glossary of CPD Terms," *U.S. Department of Housing and Urban Development*, accessed Apr. 26, 2016, http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/library/glossary/l.

Effectiveness

Tiny home villages could be evaluated for effectiveness based on a number of different metrics: They could plausibly reduce homeless, create more affordable housing, and/or increase the sense of community in a neighborhood. Opportunity and Emerald Villages have different goals (in part because one is transitional and the other permanent) and so should be evaluated differently. However, because there are only a few tiny home villages that are currently built, and those that have been built have not been around for very long, there is not enough data for us to fully evaluate of the effectiveness of tiny home villages. Instead, we outline metrics by which tiny home villages of the transitional and also more permanent model could be measured. In Section V, we recommend that HUD, potentially in conjunction with cities or individual villages, do a full effectiveness evaluation study of tiny home villages. In Appendix C we outline a potential design for this type of study, and in Appendix B provide a list of variables that could be collected.

Transitional Tiny Home Villages

Opportunity Village is a transitional housing program, more permanent than a shelter or a tent, less permanent than a house or apartment. As such, any evaluation of Opportunity Village's effectiveness should focus on the effect that living in a supportive, resident-run model has on long-term homelessness.

Metrics to consider:

- What percent of residents successfully transfer to more permanent housing?
- Of the successful transfers, how many continue to live in stable housing one, two, or three years later?
- What percent of residents are able to find employment after moving into the village?
- What percentage of units are occupied at any given time?

Permanent Tiny Home Villages

Emerald Village aims to fill a gap in the housing market in Lane County. As rents increase, and housing assistance is limited, it becomes impossible for an individual relying on government assistance or a minimum wage job to find affordable housing.

Metrics to consider:

- Do rents remain low?
- Is there demand for the houses? How long is the waitlist for the houses? Once the houses are built, how long do they stay vacant?
- Are the buildings permanent? Do they remain in good repair for a significant amount of time (40+ years)?

An Overview of Evaluation: Comparison of Opportunity Village Temporary Model and Emerald Village Permanent Model by Evaluation Criteria

Here, we apply our feasibility criteria directly to Opportunity and Emerald Village, the villages that are or will be in Lane County, Oregon. As noted, Opportunity Village is designed to be temporary housing for homeless individuals until they can find permanent housing. Emerald Village, to be built, will be made of permanent homes that can be lived in long-term. How these villages have been set up can be seen as templates for new tiny home villages.

Table 2: Comparison of Opportunity Village and Emerald Village, by Evaluation Criteria

	Opportunity Village (Temporary Model)	**Emerald Village (Permanent Model)**
Description	*Temporary, simple rooms without private bathrooms or kitchens*	*Permanent homes with private bathrooms and kitchens*
Residents	Formerly homeless individuals	Marginally housed and previously homeless individuals who have completed some transitional program (such as living in Opportunity Village)
Size	60 to 80 sq ft	150 to 250 sq ft

	Opportunity Village (Temporary Model)	**Emerald Village (Permanent Model)**
Zoning Challenges	*Springfield*: Homes must be 120 sq ft (excepting manufactured homes); Shared kitchens must go through an application process *Eugene*: Apply for a conditional use permit	*Springfield*: Homes must be 120 sq ft (excepting manufactured homes); Shared kitchens must go through an application process *Eugene*: No particular barriers
Cost to Build	$7,300 per unit	$60,000 per unit, and possibly higher as seen in Quixote Village
Funding	$98,000 cash, $114,000 in-kind	$1.5 million total costs In-kind donations Possible mortgage
Operational Costs per Unit	$90/month	$250 to 300/month
Rent	$30/month	$250 to 300/month
Possible HUD involvement (not currently being used)	-Emergency Services Grants	-Section 8 Housing Choice or Project vouchers (limited) -CDBG -HOME -SHOP
Units	29	22
Effectiveness measures	Homelessness reduction	Increase in affordable housing stock

V. Recommendations

Tiny homes are a feasible, cost effective option to house Lane County's homeless and marginally housed populations. Building tiny home villages still will be a challenge. To do so, land will need to be found, community support will need to be cultivated, zoning and land use standards will need to be met, and funding will need to be secured. Given the stringency of HUD funding, permanent models are likely to qualify for streams of funding not available for transitional housing. To meet these challenges, we offer the following recommendations for HUD and tiny home village developers.

Recommendations for HUD

- HUD should help developers access information about funding more easily. The significant barriers to applying (such as wait-times and fees) can block beneficial projects from coming to fruition, and especially hinder the efforts of smaller organizations who may not have the capacity to go through the application process. Short of making the funding application process easier for low-income housing developers, this may come in the form of a HUD field office retaining a funding counselor or point-of-contact to work with developers, and/or a more structured online platform. As an extension, HUD could tap into social media via Facebook or Twitter to circulate information more quickly about upcoming application deadlines. Or, if the funding is disbursed from HUD to a city where the developer would apply, the city could do social media outreach of a similar style. Of the funding streams available through HUD, it is recommended that primarily CDBG, Section 8, and HOME funds be advertised as being possible sources to allocate for the projects. For projects that have significant community and non-profit support, however, SHOP funds may be ideal.

- Our ability to evaluate the effectiveness of future tiny home villages is limited. While many posit that tiny home villages are effective, there is no quantifiable evidence backing this claim. It is recommended that HUD implements, or encourage their client cities to implement, a research design to collect longitudinal

data measuring tiny homes' impact on residents and the community. An outline of what this study could look like is provided in Appendix C.

Recommendations for Tiny Home Village Developers

- Before and during construction, developers should secure neighborhood community support through various outreach efforts, such as through awareness campaigns, fundraisers, and town halls.

- Whether generated and enforced by a staff member or by the community itself, the tiny home village should establish an internal community agreement. This community agreement will set community living standards for the tiny home village.

- Because each city has varying zoning and land use standards, city and state zoning codes will have to be researched thoroughly for each tiny home village. It is advisable to create an adaptable tiny home community plan that can be modified to suit particular local standards. Specifically, a developer should consult the zoning board or city director of the planning or development office on the preliminary village plans. In Springfield and Eugene, the zoning and land use codes are flexible enough to build tiny home villages. Developers should mostly be concerned about housing density (in both cities) and minimum house size requirements (in Springfield).

- Before building, project leaders should reach out to other tiny home developers to heard about their building experience. For a preliminary list of tiny home village developers and low-income housing allies, see Appendix A.

- To find appropriate land for housing communities, speak to city officials, specifically city mayors or city council, to inquire about available land or land banks. There will likely be less flexibility in available lands, so a chief concern is working closely with city leaders.

- Tiny home village organizers should use surveys and other data collection methods to quantify the effectiveness of tiny home villages. By carefully documenting how living in

these intentional communities changes the lives of residents, advocates can make a more compelling case for expansion and public funding.

VII. Further Considerations

Although tiny home villages may seem exotic, in many ways they resemble a combination of common types of housing. They are similar to the Single Room Occupancy (SRO) model, where each resident gets a small room and shares some facilities. They also resemble small mobile homes, yet can be built to last, with foundations and full kitchens and bathrooms. While tiny homes should not be considered vastly different from these other forms of affordable housing, there are a few distinctive considerations that should be taken into account.

Even the permanent model of tiny homes may not be a desirable housing model for everyone. While projects within this scope target single individuals or couples, housing a family in a tiny home may not be a feasible, permanent solution. Even individuals or couples may find the homes to simply be too small to live in as they wish. While this model may prove successful for certain residents, it is important that the occupants self-select into this unique living situation.

The transitional model can house homeless or other individuals in need of emergency housing inexpensively. However, Opportunity Village, and other transitional tiny home villages, are likely not a panacea for homelessness. The village may instead act as a stopgap, giving previously homeless individuals the opportunity to stabilize their lives. However, homeless individuals with significant mental or substance abuse issues may have trouble succeeding in a village without access to comprehensive social services.

Lastly, given the trendy nature of tiny homes, they may be part of a passing craze only to be replaced by a newer fad a few years down the road. In anticipation of changing cultural tides, tiny home villages should be constructed in such a way that they are sustainable.

Appendix A: Expert Interviews Conducted

Name	Position
Stacy Borke	Director of Housing Services, Transition Projects, Portland, Oregon
David Bowlsby	Building Official, City of Springfield, Oregon
Tom Boyatt	Community Development Director, City of Springfield, Oregon
Kristie Brown	Land Use Supervisor, City of Eugene, Oregon
Dan Bryant	Executive Director of SquareOne Villages, Eugene, Oregon
Karen Chapple	Professor of City and Regional Planning, University of California, Berkeley
Jim Donovan	Planning Supervisor, City of Springfield, Oregon
Phil Farrington	Senior Planner, City of Springfield, Oregon
Beth Gerstein	Legislative Assistant to Laurie Capitelli, City Council Member, City of Berkeley, California
Andrew Heben	Project Director, SquareOne Villages, Eugene, Oregon
Brenda Konkel	Board Member, OM Village, Madison, Wisconsin
Christine Lundberg	Mayor of City of Springfield, Oregon

Katie Mays	Dignity Village Program Support Specialist, Portland, Oregon
Terry McDonald	Executive Director, St. Vincent de Paul of Lane County, Inc., Eugene, Oregon
Betsy Morris, PhD	Founding Partner/CEO, Planning for Sustainable Communities, Berkeley, California
Gregory Mott	Current Development Manager, City of Springfield, Oregon
Neil Obringer	Senior Management Analyst, City of Springfield, Oregon
Kitty Piercy	Mayor of City of Eugene, Oregon
Matthew Ruettgers	Building and Land Development Manager, City of Springfield, Oregon
Raul Salazar	Program Manager, Quixote Village, Olympia, Washington

Appendix B: Possible Metrics to Collect for Future Research

This is a list of potential metrics that could be collected to evaluate both village-wide and individual resident characteristics. This list of potential variables was developed to capture information related to stable housing (i.e. employment and sobriety). This list is not inclusive of all variables a tiny village may want to track, but rather is intended to provide a starting point for development of a research design.

- Housing
    - How many transfers have there been from the village to long-term housing? What is the transfer:asked-to-leave ratio?
    - What is the percentage take-up (i.e., what proportion of offers to live in the village are accepted)?
    - What percentage of the units are occupied each day?
    - Have rent costs changed since the last survey?
        - Do community members report having trouble paying rent?
    - Is there a waitlist for the village?

- Employment
    - Are residents employed? Is employment newly obtained since moving into the tiny home village?
        - If employed, percentage of time employed
        - Number of hours worked in the past month
        - Type of work/sector

- Income
    - Wage statements from employer
    - Rent payment history from village manager
    - What percentage of income is paid toward rent?

- Housing
    - How long was the person homeless before living in tiny home village?

    - How long has the person been housed in the tiny home village?
    - What are the main challenges for this individual in overcoming homelessness?
        - For example, these challenges could include, but are not limited to, prior/current drug issue, mental health issues, and job security.
    - Which, if any, of these challenges is addressed by the tiny home village model?

- Sobriety
    - Has alcohol/drug consumption changed since living in the tiny home village?
    - What is the current consumption level of alcohol and/or drugs?

- Social network
    - Does the individual have regular contact with friends or family?
    - Do fellow residents perceive each other positively?

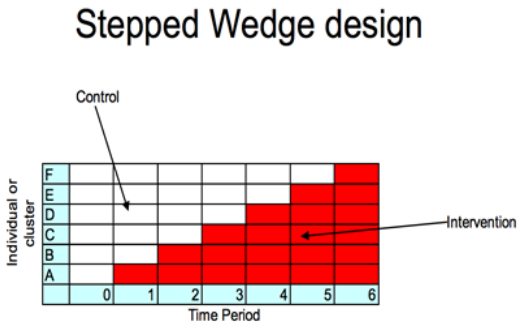
- Criminal record/activity
    - Does a person have a record of disturbing the community?
    - What is the current crime rate in the community?
        - Crime per capita
        - Types of crime

Appendix C: Possible Effectiveness Evaluation Research Design

To capture whether tiny home communities have quantifiably helped residents, HUD should encourage the careful study of outcomes of tiny home village residents and of the villages themselves over time. In this appendix, we suggest a possible study design that could be used to ethically monitor the success of tiny home villages on a number of outcomes. In order to capture a true causal impact of this housing model, tiny homes must be assigned randomly from a pool of applicants. We recommend a stepped wedge design, as it avoids some of the usual ethical issues of a randomized control trial.

Stepped Wedge Design

This design method involves taking random "clusters" or groups of people from a larger sample of possible tiny home residents and assigning them to tiny homes. After some period of time, a new cluster is taken from the same pool of possible residents. Stepped Wedge models are frequently used when an experiment is delivering a beneficial or essential good, but the good is in short supply. This model ensures that, over multiple time periods, all those who are in need of the good will receive it. There will, however, be time disparities in when the "treatment" will be distributed.



The design allows researchers to leverage the natural shortage of tiny home villages to understand the effects of living in these environments as opposed to in shelters, on the street, or in other affordable housing options.

Evaluation Implementation

In order to use this evaluation design, an organization would have to plan multiple tiny home villages to open over a number of years. Another option would be to move new groups into tiny home villages as a first group moves out. After collecting applications, the organization would

randomly divide the groups into the number of planned villages and collect baseline data. As each village opens, the assigned group moves in, until by the end of the period all groups are housed in tiny home villages. Data are collected at regular intervals, and the outcomes of interest can be compared pre- and post-treatment, the treatment in this case being living in a tiny home village.

Data on the metrics suggested in Appendix B could be collected through surveys of tiny home villagers and managers.

CDBG Quarterly Report
January-March 2016

CDBG FY15 Projects

Homeownership Assistance Program
CDBG funds will be used to provide homeownership assistance to first-time homebuyers who purchase affordable housing in the Downtown Development District (DDD) Target Area. One (1) family purchased a property in the DDD Target Area and one family is pending approval to purchase a newly constructed home on the corner of Mary and West Street.

Dover Interfaith Mission for Housing
CDBG funds will be used to provide operations cost for the shelter. This project is currently underway with 60% of program funds spent year to date.

Connections Community Support Program
CDBG funds will be used to provide rapid re-housing/rental assistance services for homeless households within the City. Rental assistance was provided for two (2) low income persons.

Milford Housing Homeowner Rehabilitation Program
CDBG funds will be used to rehabilitate existing owner occupied housing in the City that is in violation of the City's Housing Code and complete emergency home repairs to eliminate housing conditions that threaten the health and safety of low income homeowners. Emergency home repairs were completed for five (5) low income households and homeowner rehabs for three (3) low income families.

Habitat for Humanity
CDBG funds will be used to rehabilitate an existing home to provide affordable housing to a family in the Downtown Development District Target Area. Habitat purchased 111 S. Queen on November 2, 2015, renovated the property, and sold the property on December 18th to a first time homebuyer. Remainder of funding was utilized for asbestos removal for properties in the DDD Target Area that will be renovated and sold to low income families.

Peoples Place Whatcoat Homeless Shelter
CDBG funds will be utilized for minor renovations to a facility that shelters the homeless. This project is completed.

Neighborhood Stabilization Program (NSP)
Settlement assistance was provided for two (2) families who purchased affordable housing in the City of Dover and were able to assist in stabilizing our neighborhoods by purchasing properties that have been vacant for at least 90 days or foreclosed. The following properties were purchased providing NSP settlement assistance:

40 Spruance Road

310 Crickle Creek Lane

Status of FY-15 Program Funds Spent - Fiscal Year 7/1/15- 6/30/16

2015 Grant Projects	Project Details	Total Grant	Funds Expended	Unencumbered Balance
Homeownership Assistance Program	Funds will be utilized for settlement assistance for properties purchased in the DDD Target Area	$60,000	$40,000	$20,000
Connections	Funds will be utilized for rapid re-housing/rental assistance for low income persons	$7,391	$4,952	$2,439
Dover Interfaith Mission for Housing	Funds will be used for operation cost	$27,000	$26,928	$72
Milford Housing Development Corp	Funds will be utilized for emergency home repairs. Project underway	$35,262	$12,989	$22,273
Milford Housing Development Corp	Funds will be utilized for rehabbing owner occupied homes. Project underway	$52,892	$39,506	$13,386
Habitat for Humanity	Funds will be utilized to rehab a single family home for a low income family	$40,000	$30,943	$9,057
Peoples Place	Funds will be used for replacement windows for a homeless shelter.	$6,726	$6,726	$0
Total		$229,271	$162,044	$67,227