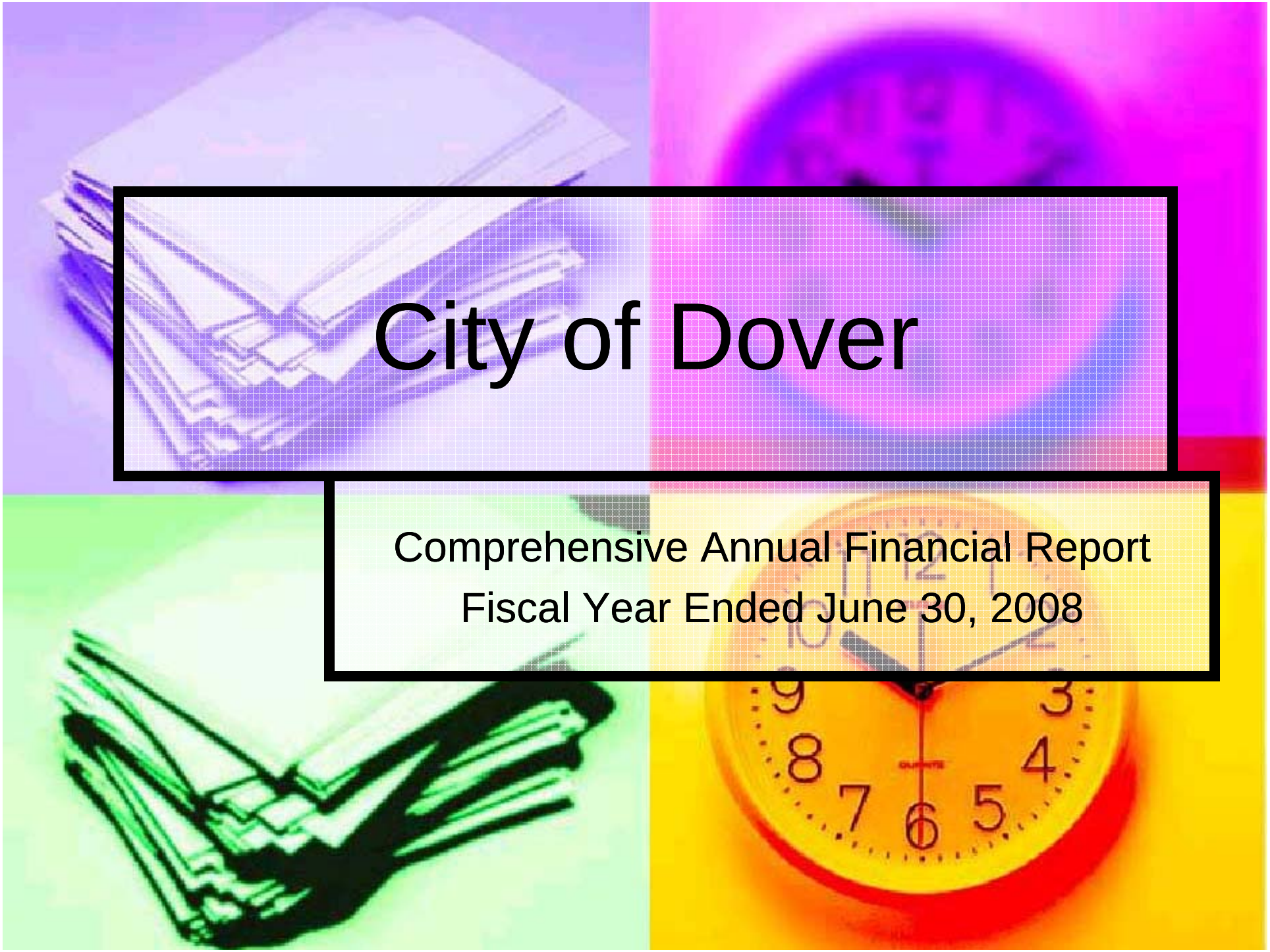
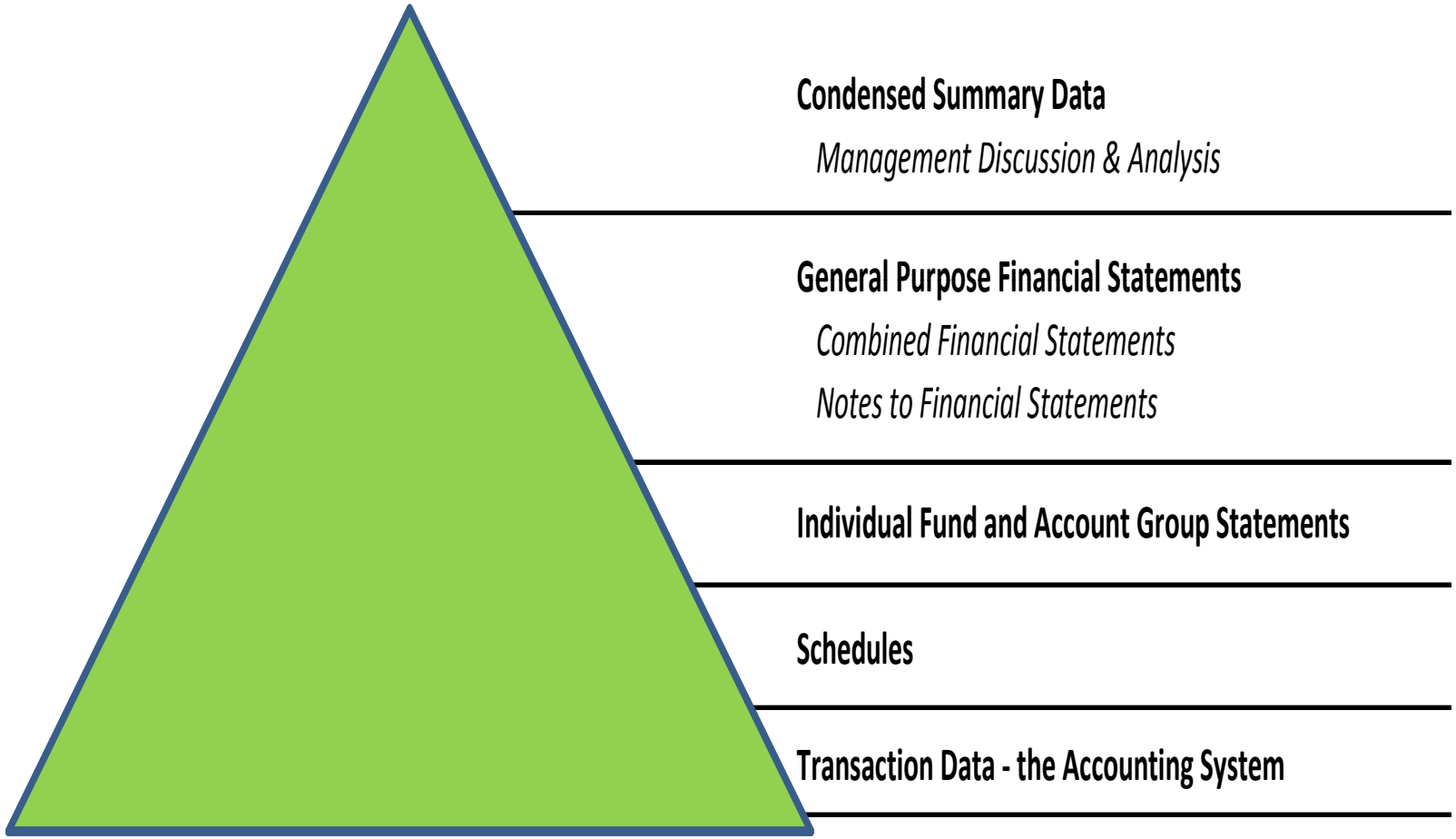
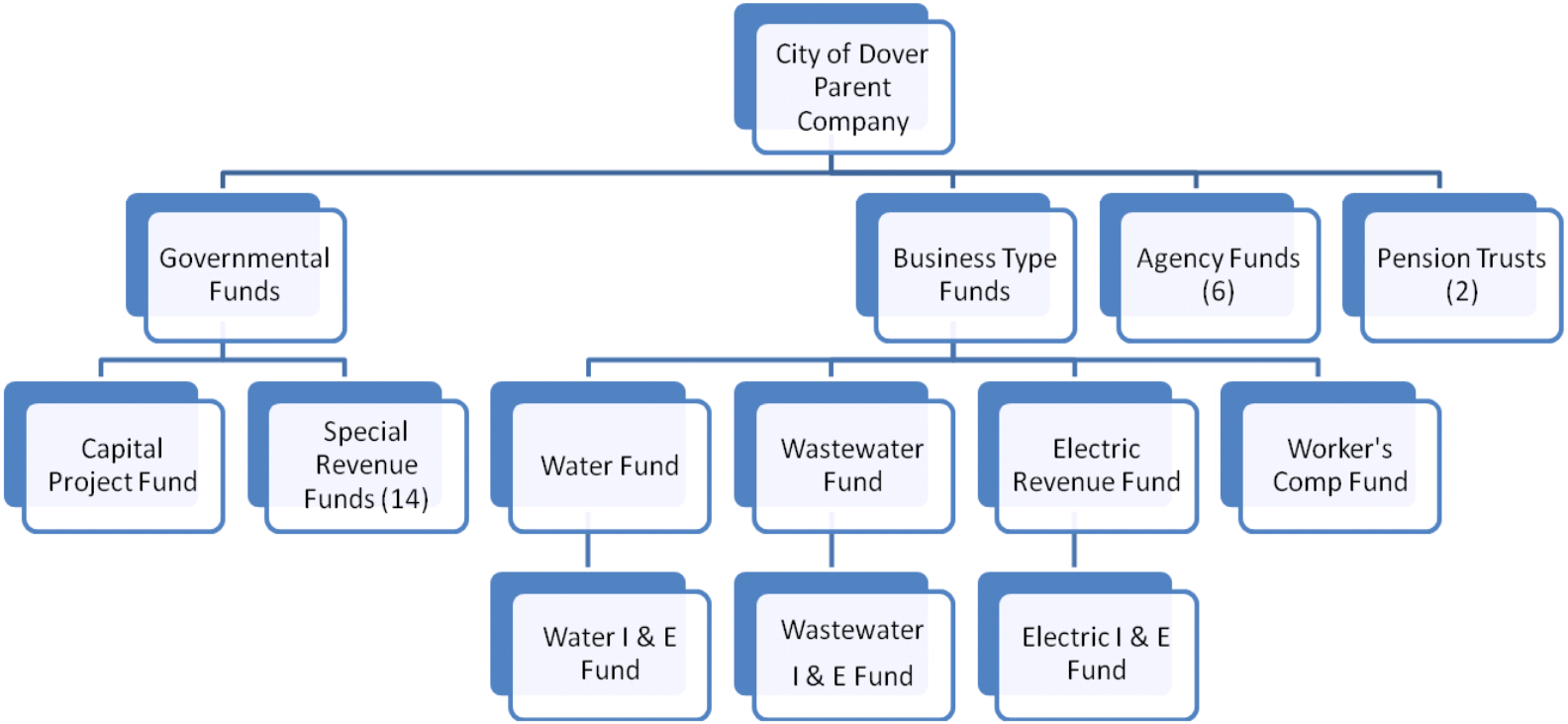
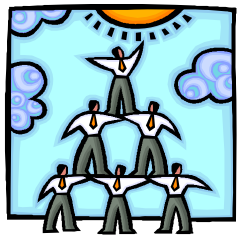

City of Dover
Comprehensive Annual Financial Report
Fiscal Year Ended June 30, 2008

The Financial Reporting Pyramid



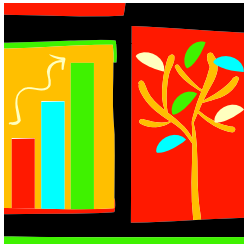
City of Dover
Corporate Structure





Introductory Section

Letter of Transmittal
Elected & Appointed Officials Commissions
Organizational Chart



Financial Section

Auditor's Report
Management's Discussion & Analysis
Basic Financial Statements
Required Supplementary Information
Supplementary Information



Statistical Section

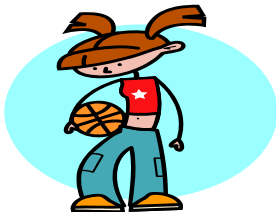
Detailed Information of Financial Trends, Revenue Capacity, Debt Capacity, Demographic and Economic Information, and Operating Information

City of Dover
Statement of Net Assets
June 30, 2008

	Governmental Activities	Business-Type Activities	Total
Assets:			
Cash and cash equivalents	$ 3,903,235	$ 14,815,517	$ 18,718,752
Investments	13,641,283	32,734,485	46,375,768
Receivables, net	717,018	7,389,726	8,106,744
Internal balances	515,700	(515,700)	-
Due from other governments	634,621	-	634,621
Inventory, at cost	226,399	5,380,945	5,607,344
Prepaid items	100,398	71,913	172,311
Other	1,502,597	-	1,502,597
Land and construction in progress	4,122,425	11,720,611	15,843,036
Capital assets, net of depreciation	33,496,666	106,433,137	139,929,803
Total assets	58,860,342	178,030,634	236,890,976
Liabilities:			
Accounts payable and accrued liabilities	2,047,187	12,814,726	14,861,913
Unearned revenue	596,330	209,115	805,445
Customer deposits	-	1,524,580	1,524,580
Other	83,466	482,035	565,501
Non-current liabilities			
Due within one year	1,150,178	2,761,167	3,911,345
Due in more than one year	2,969,661	19,062,755	22,032,416
Total liabilities	6,846,822	36,854,378	43,701,200
Net Assets:			
Invested in capital assets net of related debt	35,255,463	101,154,934	136,410,397
Restricted for:			
Capital construction	1,294,187	23,751,619	25,045,806
Other purposes			
Expendable	287,151	-	287,151
Nonexpendable	21,594	6,564	28,158
Unrestricted	15,155,125	16,263,139	31,418,264
Total Net Assets	$ 52,013,520	$ 141,176,256	$ 193,189,776
See accompanying notes to financial statements			

City of Dover
Statement of Activities
For the Year Ended June 30, 2008

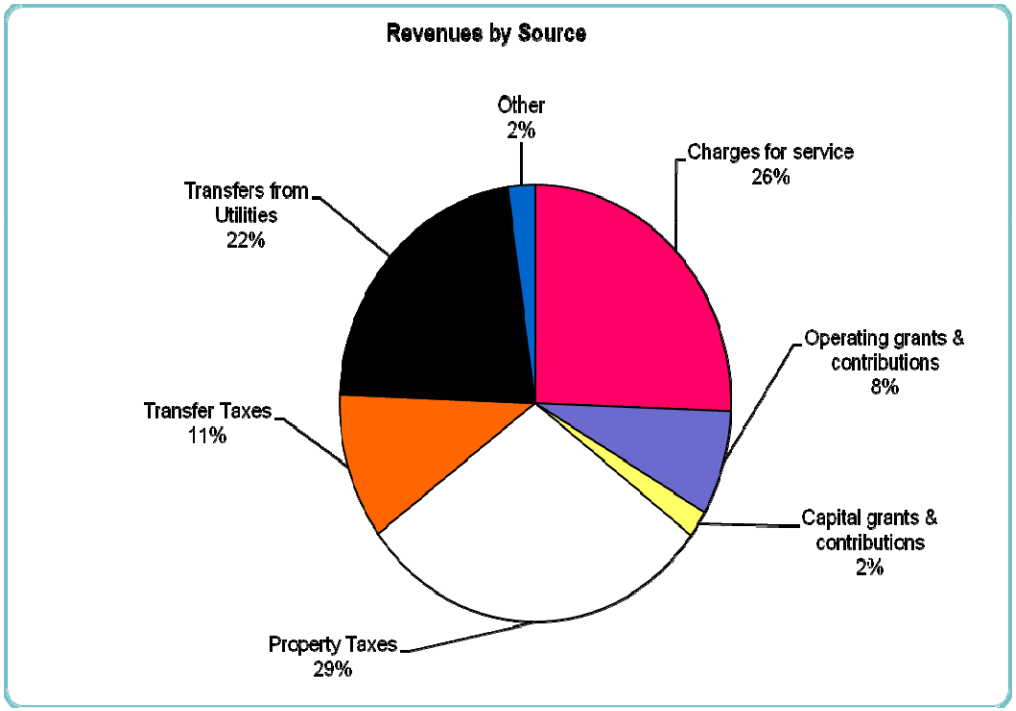
			Program Revenue			Net (Expenses) Revenue and Changes in Net Assets		
Functions/Programs	**Expenses**	**Indirect Expenses Allocation**	**Charges for Services**	**Operating Grants and Contributions**	**Capital Grants and Contributions**	**Governmental Activities**	**Business Type Activities**	**Total**
Governmental activities								
General government	$ 2,258,103	$ (873,827)	$ 1,603,935	$ 50,000	$ -	$ 269,659	$ -	$ 269,659
Public safety	15,120,737	-	4,571,911	952,539	-	(9,596,287)	-	(9,596,287)
Public works	4,948,644	(593,438)	1,334,492	714,694	647,724	(1,658,296)	-	(1,658,296)
Library and recreation	2,108,664	-	788,875	313,715	-	(1,006,074)	-	(1,006,074)
Community and economic development	497,914	-	-	480,296	-	(17,618)	-	(17,618)
Central services	1,500,545	(914,271)	-	-	-	(586,274)	-	(586,274)
Financial administration	3,500,379	(2,075,305)	-	-	-	(1,425,074)	-	(1,425,074)
Interest charges	82,657	-	-	-	-	(82,657)	-	(82,657)
Total governmental activities	$ 30,017,643	$ (4,456,841)	$ 8,299,213	$ 2,511,244	$ 647,724	$ (14,102,621)		$ (14,102,621)
Business type activities								-
Water/wastewater	9,393,329	993,869	12,158,812	-	2,078,040	-	3,849,654	3,849,654
Electric	84,979,076	3,462,972	96,858,790	-	-	-	8,416,742	8,416,742
Total business type activities	$ 94,372,405	$ 4,456,841	$ 109,017,602	$ -	$ 2,078,040			
Total City						(14,102,621)	12,266,396	(1,836,225)
General revenues								
Taxes								
Property taxes						9,557,982	-	9,557,982
Transfer taxes						3,515,422	-	3,515,422
Earnings on investments						726,683	2,652,414	3,379,097
Total general revenues						13,800,087	2,652,414	16,452,501
Transfers						7,166,269	(7,166,269)	-
Total general revenues and transfers						20,966,356	(4,513,855)	16,452,501
Changes in net assets						6,863,735	7,752,541	14,616,276
Net assets beginning						45,149,785	133,423,715	178,573,500
Net assets ending						$ 52,013,520	$ 141,176,256	$ 193,189,776
See accompanying notes to financial statements								



General Fund Revenues
Increase or (Decrease) – FY08 vs. FY07
(Excludes Non-Recurring Items & Budget Balances)



Transfers from Utilities	$1,931,269
Transfer Taxes	516,648
Property Taxes	504,387
Inspection & Building Permits	161,779
Kent Reciprocal Borrowing	131,564
Interest Earnings	97,618
Business & Trailer Licenses	65,501
Municipal Street Aid	53,270
Trash Fees	52,561
Court of Chancery Fees	41,940
Recreation Receipts	30,497
Franchise Fees	29,741
Interfund Service Receipts	(313,814)
Grant Receipts	(335,280)
Net Change in Recurring Revenues	$2,967,681

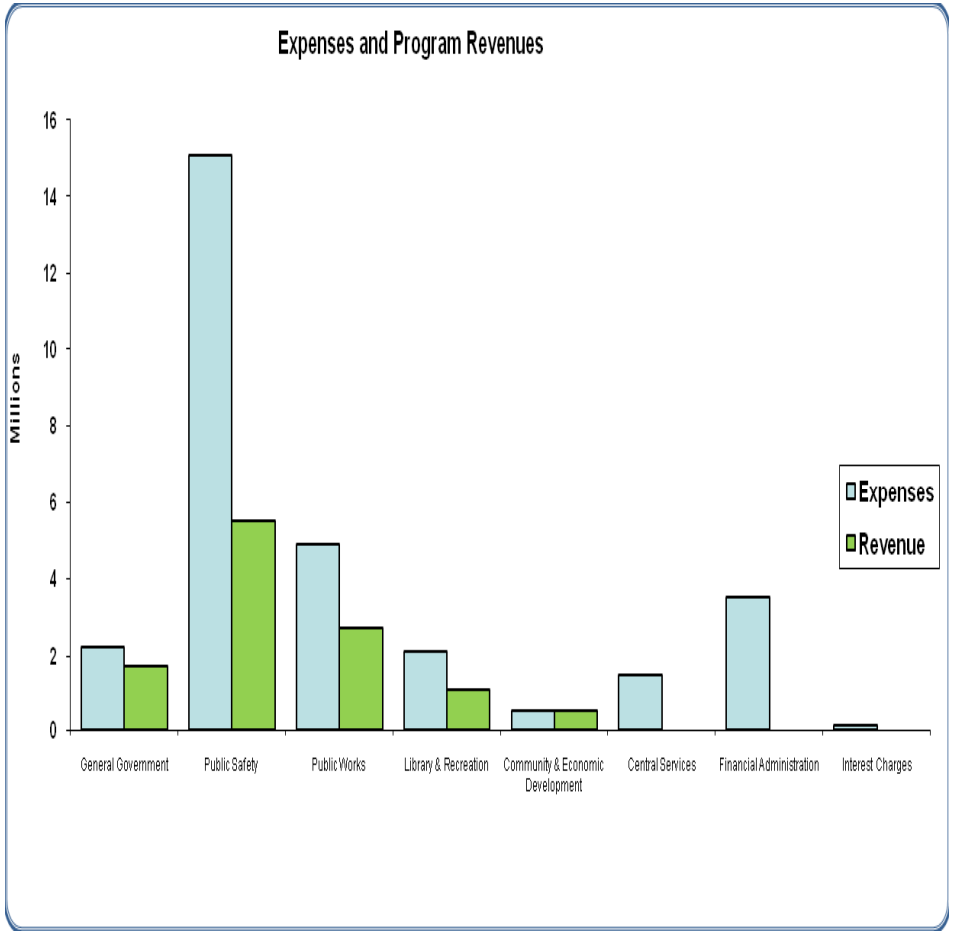






General Fund Expenditures
Increase or (Decrease) – FY08 vs. FY07
(Excludes Non-Recurring Items & Budget Balances)

Administrative Services	$117,062
Library	130,155
Planning	113,558
Public Inspections	(149,492)
Recreation	55,947
Finance	71,270
Streets	41,458
Information Technology	(89,399)
Human Resources	35,911
Police	576,814
Sanitation	88,031
Public Services Administration	125,404
Facilities Management	166,788
Street Lights	293,837
Engineering	(314,762)
All Other Departments	28,503
Net Change in Operating Expenses	$1,291,085
Debt Service	(3,764)
Net Change in Recurring Expenses	$1,287,321



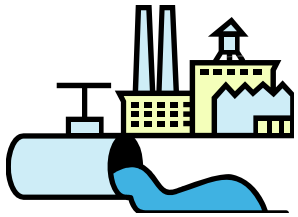
General Fund Expenditures
Increase or (Decrease) – FY08 vs. FY07
(Excludes Non-Recurring Items & Budget Balances)

- Administrative Services is mainly attributed to wages and benefits $89,006 and credit card fees $24,670.
- Library Services is mainly attributed to wages & benefits $60,699, books $16,648,computer hardware $16,253 (paid by County Funds), telephone & fax $13,947 contractual services $6,275 (security), and electricity $3,629.
- Planning Services is mainly attributed to wages and benefits $103,439 and consulting fees $13,800.
- Inspection Services is mainly attributed to wages and benefits $10,589 and demolition expenses $139,917.
- Recreation Services is mainly attributed to wages and benefits $22,663, program expenses $9,314, and contractual services $22,350.
- Finance Services is mainly attributed to wages and benefits $40,886, legal fees $14,000(Verizon Franchise), audit and actuary services $29,038.
- Street Services is mainly attributed to sand & salt $6,391, gasoline $21,496, temp help $3,083, equipment repairs $11,242, and contractual services $4,569
- Information Technology Services is mainly attributed to wages & benefits $62,788, computer software and hardware $17,315, and consulting fees $7,580.
- Human Resource Services is mainly attributed to wages & benefits $29,209, medical supplies and physicals $5,703, consulting &contractual services $19,386, and a reduction in unemployment ($9,405).
- Police Services is mainly attributed to wages & benefits $545,476, contractual services $73,603 (ambulance), and a reduction in materials and supplies ($36,990).
- Sanitation Services is mainly attributed to wages & benefits $41,936, gasoline $32,059, and temp help $7,725,
- Public Services Administration is mainly attributed to wages & benefits $94,622, computer software $12,626, gasoline $2,871, and contractual services $11,566.
- Facilities Management is mainly attributed to wages & benefits $89,579, electricity $6,173, contractual services $63,281.
- Street Lights attributed to increased electric rates.
- Engineering was transferred out of General Fund and divided up in the Water, Wastewater, and Electric Utilities.
- Public Services & Public Utilities Reorg – Headcount Changes –

	FY07	vs. FY08
– Public Services Eng. (GF)	4	0
– PW Admin. (GF)	1	0
– Public Util. Eng. (EF)	20	12
– Water/Wastewater Eng. (WWF)	0	8
– Public Util. Sys. Ops. (EF)	0	5
– Public Util. Admin (EF)	0	1
• Total Headcount	25	26

Water & Wastewater Funds
Increase or (Decrease) – FY08 vs. FY07
(Excludes Non-Recurring Items & Budget Balances)

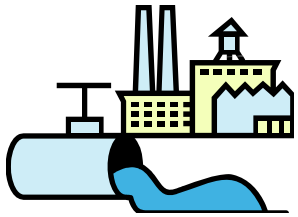
Water Fees	($46,662)
Wastewater Fees	(29,474)
County Sewer Fees	255,066
Water Tank Leases	(12,422)
Other Revenues	(17,987)
Net Change in Operating Revenues	$148,521
Wastewater Impact Fees	182,003
Net Change in Recurring Revenues	$330,524



Engineering & Inspection	$591,239
Wastewater Services	113,764
Water Treatment Plant	95,831
Interfund Service Fees	81,616
Water Services	77,537
Transfer to General Fund	30,000
Kent County Treatment Fees	(69,084)
Water Construction	(72,537)
All Other Expenses	(2,890)
Net Change in Operating Expenses	$845,476
Debt Service	(365,281)
Net Change in Recurring Expenses	$480,195

Water & Wastewater Fund Expenses
Increase or (Decrease) – FY08 vs. FY07
(Excludes Non-Recurring Items & Budget Balances)

- Engineering & Inspection increase is attributed to the transfer of this operation from the General Fund with the re-organization of Public Utilities & Public Services.
- Wastewater Services increase is mainly attributed to $46,660 of wages & benefits, security and safety materials $25,017, consulting fees $37,440, and a decrease in contractual services of ($16,185).
- Water Treatment Plant increase is mainly attributed to $56,035 of wages & benefits, materials & supplies $12,000, training $5,352, contractual services $8,326, and electricity $4,000.
- Interfund Service Fee increase is a result of increases in the departments that charge the Utility for indirect overhead costs. Electric Administration and System Operations were added to the indirect overhead allocations since the Utilities were combined under one manager.
- Water Services increase is mainly attributed to wages & benefits $60,966. electricity $49,456, and a reduction in well & system supplies ($8,444) and contractual services ($25,808).
- Kent County Treatment fees decreased as a result of less discharge into the County Sewer System.
- Water Construction Services decrease is mainly attributed to wages & benefits.
- General Fund Transfer increase as budgeted.



Electric Revenue Fund
Increase or (Decrease) – FY08 vs. FY07
(Excludes Non-Recurring Items & Budget Balances)



Sales to Customers	$10,927,401
Interfund Service Receipts	180,075
Other Revenues	(141,520)
Net Change in Recurring Revenues	$10,965,956
Transfer to General Fund	$1,901,269
Systems Operations	518,871
Plant Operation	518,222
Transmission & Distribution	315,651
Utility Tax	189,403
Electric Administration	56,578
Meter Reading	27,676
Plant Fuel, Capacity Credits, PJM Credits	(75,136)
Interfund Service Fees	(216,068)
Electric Engineering	(306,485)
Power Supply, Capacity, Load Cost	(2,374,291)
All Other Expenses	(65,582)
Net Change in Operating Expenses	$490,108
Debt Service	(199,794)
Net Change in Recurring Expenses	$290,314

- System Operations is a newly created division which accounts for the wages & benefits of the dispatchers. A corresponding decrease is shown in the Electric Engineering Division.
- Plant Operation s increase is mainly attributed to plant supplies, materials, contractual services and repairs.
- Transmission and Distribution increase is mainly attributed to $222,902 for wages & benefits. Uniforms $10,548, materials & supplies $38,307, training/ & conference $19,806, and gasoline $19,300.
- Electric Administration increase is mainly attributed to wages & benefits $123,838, legal fees $90,000, and decreases in consulting $114,563 and contractual services $39,298.
- Meter Reading increase is mainly attributed to wage and benefit increases.
- Interfund Service Fee decrease is a result of increases in the departments that charge the Utility for indirect overhead costs and the re-organization.
- Electric Engineering Division decrease is mainly attributed to wages & benefits $451,085 and environmental expenses $16,464; increases in materials and supplies $57,369, contractual services $76,335, and training & conference $10,128

City of Dover
Major Fund Budgets – FY08
(Excluding Budget Balances/Including Transfers)

	Original Budget	Final Budget	Actual
Revenues			
General Fund	$34,591,747	$33,872,124	$34,063,075
Water/Wastewater Fund	12,322,905	12,291,871	12,258,442
Electric Revenue Fund	98,848,943	96,214,119	97,263,185
Total Operating Revenues	$145,763,595	$142,378,114	$143,584,702
Expenses			
General Fund	$35,251,197	$34,013,959	$33,887,995
Water/Wastewater Fund	14,455,069	13,855,127	13,700,071
Electric Revenue Fund	98,763,116	97,679,163	94,864,316
Total Operating Expenses	$148,469,382	$145,548,249	$142,452,382
Capital Projects (1)			
General Fund	$4,580,362	$4,889,965	$4,264,788
Water/Wastewater Fund	3,848,524	3,215,036	2,051,361
Electric Revenue Fund	18,094,201	18,727,850	12,915,045
Total Capital Projects	$26,523,087	$26,832,851	$19,231,194
(1) Projects are financed by operating transfers, reserves, and/or bond proceeds.			

City of Dover
Summary of Budget Results – FY08
Favorable or (Unfavorable) to Budget

	Original Budget	Final Budget	Actual		Actual vs. Original	Actual vs. Final
Salaries	$18,647,470	$18,296,667	$18,210,110		$437,360	$86,557
Overtime	745,645	755,014	858,933		(113,288)	(103,919)
Temporary Help & Police Extra Duty	514,646	489,919	525,381		(10,735)	(35,462)
FICA Taxes	1,496,432	1,468,961	1,474,507		21,925	(5,546)
Health Insurance	3,092,772	2,968,817	2,931,576		161,196	37,241
LID Insurance	96,456	96,192	96,241		215	(49)
Workers Compensation	516,679	515,703	223,345		293,334	292,358
Educational Assistance	75,506	68,952	39,384		36,122	29,568
Pension	3,853,303	3,612,840	3,775,789		77,514	(162,949)
Total Personnel Costs	29,038,909	28,273,065	28,135,266		903,643	137,799
% of Operating Costs	74.3%	75.3%	76.0%			
Materials & Supplies	2,838,811	2,761,339	2,517,497		321,314	243,842
Administrative Expenditures	7,225,231	6,533,288	6,365,734		859,497	167,554
Total Materials & Admin.	10,064,042	9,294,627	8,883,231		1,180,811	411,396
Total Operating Expenses	$39,102,951	$37,567,692	$37,018,497		$2,084,454	$549,195
* Excludes Power Plant Operations	$6,258,151	$5,879,263	$5,603,064		$655,087	$276,199



General Fund
Final Budget vs. Actual – FY08
Favorable or (Unfavorable) to Budget

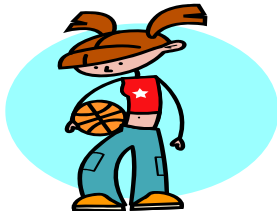


Licenses & Permits	$200,748
Grant Receipts	82,324
Court of Chancery Fees	68,020
Investment Income	48,774
Franchise Fees	40,149
Property Taxes	34,902
Transfer Taxes	(163,813)
Interfund Service Receipts	(159,627)
All Other Receipts	39,474
Net Revenues Over Budget	$190,951
Transfers to/from Reserves	($50,289)

Public Inspections	$110,473
Recreation	72,965
Finance	53,354
Tax Assessor	46,883
Information Technology	45,201
Human Resources	31,800
Police	(209,631)
Sanitation	(53,718)
Vehicle Maintenance	(27,337)
City Manager	(16,563)
Grounds	(14,142)
All Other Departments	136,968
Net Expenses Under Budget	$176,253
Increase in Budget Balance	$316,915



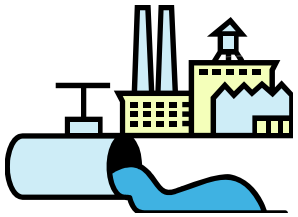




General Fund
Final Budget vs. Actual – FY08
Favorable or (Unfavorable) to Budget

- Public Inspection Services was favorable to budget as a result of wage & benefit savings $51,829, program expenses $6,101, and demolition expenses $48,690.
- Recreation Services favorability is mainly a result of wage & benefit savings of $54,353, program expenses & supplies $5,706, and electricity $8,153.
- Finance Services favorability is mainly a result of wage & benefit savings of $36,557 and encumbered funds of $12,000 for OPEB actuary services to be completed in FY09.
- Tax Assessor Services favorability is mainly attributed to contractual services $37,923 and wage & benefit savings of $8,568.
- Information Technology favorability is a result of savings in contractual services $51,268 offset by a budget overage in wages & benefits of $8,970.
- Human Resource Services favorability is contractual services $27,972 that were encumbered to be paid out in FY09 coupled with savings in security & safety material $4,692.
- Police Services budget overage is mainly attributed to wages & benefits $258,479 offset by savings in computer hardware $22,133 and uniforms $12,883.
- Sanitation Services budget overage is mainly attributed to contractual services $31,713 and gasoline $31,186, offset by savings in truck repair and maintenance.
- Vehicle Maintenance Services budget overage is attributed to program expenses & supplies.
- City Manager Services budget overage is mainly attributed to contractual services $11,247 and legal expenses of $12,706.
- Grounds budget overage is mainly attributed to program expenses $8,099 and equipment repairs and maintenance $9,691.

Water & Wastewater Funds
Final Budget vs. Actual – FY08
Favorable or (Unfavorable) to Budget



Water Fees	($139,456)
Wastewater Fees	80,939
County Sewer Fees	(155,191)
Water Impact Fees	(25,200)
Wastewater Impact Fees	160,623
Water Tank Leases	36,609
Other Revenues	8,247
Net Revenues Under Budget	($33,429)

Interfund Service Fees	$150,546
Water Treatment Plant	62,247
Water Construction	60,346
Wastewater Services	54,222
Debt Service	37,510
Kent County Treatment Fees	(25,385)
Transfer to WW Impact Fee Reserve	(205,093)
All Other Expenses	20,663
Net Expenses Under Budget	$155,056
Increase/(Descrease) in Budget Balance	
Water	$332,569
Wastewater	(30,366)
Kent County Treatment Fees	(180,576)
Net Increase in Budget Balances	$121,627

- Interfund Service Fee favorability is a result of costs coming in lower than budget in those departments that charge the Electric Utility for indirect overhead costs.
- Water Treatment Plant favorability is a result of savings in wage & benefits $16,762, chemicals $10,017, electricity $5,849 and contractual services $14,006.
- Water Construction savings is mainly attributed to wages & benefits $59.893.
- Wastewater Services favorability is attributed to consulting fees $34,565 contractual services $8,482, and electricity $9,358.

- Impact Fees are used to pay debt service and transfer to the reserve for projects. If Impact Fees come in over budget, the transfer to the reserve will also be over budget as a result of the increase.

Electric Revenue Fund
Final Budget vs. Actual – FY08
Favorable or (Unfavorable) to Budget



Sales to Customers	$1,146,674
Interfund Service Receipts	(118,858)
Other Revenues	21,250
Net Revenues Over Budget	$1,049,066
Power Supply, Capacity, Load Cost	$502,756
Plant Fuel, Capacity Credits, PJM Credits	924,983
Plant Operation	276,199
Electric Administration	75,811
Electric Engineering	54,725
Systems Operations	26,938
Interfund Service Fees	127,939
Debt Service	854,854
All Other Expenses	(29,358)
Net Expenses Under Budget	$2,814,847
Increase in Budget Balance	$3,863,913

- Sales to Customers favorable due to mix of customer use; larger customers consumed more electric;
- Interfund Service Receipts unfavorable since the cost were lower than anticipated therefore the bill to the Water/Wastewater Fund was lower;
- Power Supply and related costs are favorable since we sold less kilowatt hours (7.3 million);
- Plant Operation costs were favorable due to savings in wages and plant maintenance expenses.
- Electric Administration had lower than budgeted Consulting ($72,345) & Contractual Service Fees ($19,641) offset by higher building maintenance cost for Weyandt Hall.
- Electric Engineering favorability is attributed to wages and benefits ($36,765), contractual services ($13,866), and various other administration costs.
- System Operations (Dispatch) is attributed to wages and benefits.
- Interfund Service Fee favorability is a result of costs coming in lower than budget in those departments that charge the Electric Utility for indirect overhead costs.
- Debt Service favorability is attributed to the timing of the 2008 Bond Issuance; The bonds were originally expected to be sold early in the fiscal year and the sale did not occur until July of the next fiscal year.



Pension Trust Funds
Pension Plan Activity
July 1, 2007 & July 1, 2006

Employee Pension Plan	2008		2007
Balance at beginning of year	$19,002,849		$15,679,154
Total Contributions & Non-Investment Receipts	3,199,164		3,044,253
Total Disbursements	(2,718,945)		(2,409,409)
Net Investment Activity	(1,157,304)		2,688,851
Net Pension Activity	(677,085)		3,323,695
Balance at end of year	$18,325,764		$19,002,849
Actuarial Accrued Liability	($43,800,212)		($42,335,142)
Unfunded Liability	($25,474,448)		($23,332,293)
% Funded	41.8%		44.9%
Approximate yield on investments after expenses	-6.0%		16.8%

Police Pension Plan	2008		2007
Balance at beginning of year	$13,950,322		$12,471,057
Total Contributions & Non-Investment Receipts	719,579		745,036
Total Disbursements	(1,404,078)		(1,263,069)
Net Investment Activity	(765,406)		1,997,298
Net Pension Activity	(1,449,905)		1,479,265
Balance at end of year	$12,500,417		$13,950,322
Actuarial Accrued Liability	($17,615,785)		($17,589,169)
Unfunded Liability	($5,115,368)		($3,638,847)
% Funded	71.0%		79.3%
Approximate yield on investments after expenses	-5.6%		16.4%

City of Dover
Worker's Compensation Fund
For the Year Ended June 30, 2008
(Budgetary Basis – CAFR Page 114)

The Worker's Compensation Fund remains stable.



City Contributions	$218,828
Interest Income	89,930
Total Income	$308,758
Self-Insurance Premium - State	$41,052
Administration Fees	31,424
Excess Liability Coverage	83,715
Total Expenses	$375,700
Net Change in Assets	($66,942)
Net Assets, Beginning of Year	$1,447,224
Net Assets, End of Year	$1,380,282

Economic Development Office

Quarterly Report

March 2, 2009

Economic Development Activities

- Meetings with Senator Tom Carper and Congressman Mike Castle to discuss Economic Development activities in Dover

- Meetings with Alan Levin, Director of Delaware Economic Development Office re the importance of Central Delaware and especially Dover in the state's economic development plans

- Working with Central Delaware Chamber of Commerce and South Governors Avenue Merchants Group to monitor impact of bridge construction on businesses

Economic…

- Meetings with state tourism director on development of state-wide Sports Commission

- Submitted proposal for Community Development Block Grant funding of Summer Youth Employment Program for low-moderate income youth

Higher Education Partnerships

- Individual meetings with leadership at Wesley, Delaware Tech, and Delaware State University to discuss partnership opportunities.

- Participated in Wesley College's Strategic Planning Meetings

Streamline Business Development

- Met w/ Greg Akers, Chief Building Inspector to review commercial plan and inspection information

- Reviewing current process with recent customers to gain feedback
  - John Leone, The Loockerman Exchange
  - John Tinsley, Bel Boutique
  - Jeff Medgebow, Crumbs

Streamline…

- Met with Scott Koenig and Ann Marie Townshend to talk specifically about administrative site plan reviews and how the process can be improved.

- Established set meeting dates to review progress on streamlining of permitting process

Streamline…

- Meeting with Kent County Commercial Realtors to recommend they refer clients to Economic Development Office when contacted about lease or purchase of commercial space, especially by new businesses.

- Goal is to insure they have information necessary to facilitate the permit and inspection process

Downtown Redevelopment Incentives

- Met with Ann Marie Townshend to discuss current procedure and timetable for transfer
- Database design meeting held with Mark Nowak
- Project on-track for database completion by May 30, 2009 target date

Economic Development Website

- Phase I meetings held with City of Dover IT Department Manager and Web Designer to discuss plan for website

GSA – Relocation of Frear Building Tenants

- Provided information to GSA on buildings within city limits that meet their space needs
- Met with GSA representatives during site visit to Dover
- Maintaining contact with GSA representatives and congressional staffers to monitor progress

Garrison Oak Property – Master Plan

- Assemble a group of economic development experts
  - Jim Dekker
  - Brian Bushweller
  - Harry Williams
- Develop budget for consultant
  - Pending review

Quarterly Report March 2, 2009

DOWNTOWN DOVER PARTNERSHIP

ORGANIZATION DEVELOPMENT

- Facilitated Final Phase of Partnership Merger
  - Filed Main Street Corporate Dissolution Document
- Administration of Program Operational Budget, including budget development & revisions
- Purchased insurance coverage for corporation, volunteers and properties
- Development of Partnership Purchasing Policy

ORGANIZATION DEVELOPMENT

- Prepared and filed required reports
  - FY 2009 Delaware Main Street 2nd Quarter Reinvestment/Program Report
  - 2008 Delaware Main Street Self-Assessment
  - State Budget Office 2008 Façade Grant Status Report
  - State Budget Office 2008 Westside Redevelopment Grant Status Report

ORGANIZATION DEVELOPMENT

- Implemented Partnership's Strategic Planning Process with Delaware Economic Development Office
  - Development of Stakeholder Survey
  - Board of Directors Planning Retreat
  - Development of Market-Based Strategies
  - Development of Individual Committee Work Plans

PROGRAM MANAGEMENT

- Oversee operations of five standing committees:
  - Design
  - Economic Development
  - Marketing & Promotions
  - Organization
  - Parking

PROGRAM MANAGEMENT

- Design Committee Activities
  - Survey of 59 Loockerman Street Buildings to ascertain needs for façade improvements
  - Resource development for continuation of highly regarded Façade Grant Program
  - Development of Committee ‘s FY’09 Work Plan

PROGRAM MANAGEMENT

- Economic Development Committee Activities
  - Ongoing retention and recruitment of businesses
  - Vacant Building Database/Report
  - Worked with property owners on building improvements
  - Resource Development for business owners
    - SBA Loan Referrals
    - Small Business Development Center – assistance in developing business plan

PROGRAM MANAGEMENT

- Organization Committee
  - Developed transition mailer to advise Main Street members of creation of DDP
  - Review & update of Partnership Mission & Vision Statements following Strategic Planning Retreat
  - Recruitment & Training of Volunteers
    - Total of 15 new volunteers added to Design, Economic Development, Marketing and Parking Committees
    - Volunteers attended DEDO sponsored trainings on Vacant Buildings and Business Retention
    - Volunteers participated in National Trust Webinar

PROGRAM MANAGEMENT

- Marketing & Promotions Activities
  - Developed Home for the Holidays Event, including Parade, Santa House, Stage Performances, Window-decorating Contest, Scavenger Hunt
  - Development of Holiday Coupon Book
  - Worked with Parks & Recreation staff on Festival of Lights Ceremony - coordinated program, publicity and entertainment

PROGRAM MANAGEMENT

- Marketing…
  - Completed Phase I of website development
    - www.downtownpartnership.com
  - Provided First Night party favors and volunteers
  - Support/promote First Friday activities
  - Co-sponsor Retail Survival Seminar with DEDO

PROGRAM MANAGEMENT

- Parking Committee Activities…
  - Governors Avenue lot completed adding 39 new parking spaces
  - Developed TV commercial for holiday shopping season
  - Offered free parking in Bradford Street lot for month of December
  - Mission Statement revised to include safety and security

PROGRAM MANAGEMENT

- Parking…
  - Surveyed Loockerman Street merchants regarding the Foot Patrol
  - Developed process for soliciting and reviewing applications from vendors interested in City Hall lot
  - Developed lease agreement to be used with selected vendor (s)
  - Placement of new trash bins in Minor Street Lot

PROGRAM MANAGEMENT

- Merchant's Association Activities
  - Ongoing communication, advice and guidance through biweekly visitations to 52 merchants
  - Coordinated Grand Opening of four new businesses in the downtown district
    - Leone's Loockerman Exchange
    - Dover Newsstand
    - Crumbs
    - NOPAL Restaurant

PROGRAM MANAGEMENT

- Merchant's …
  - Held four merchant's meetings
  - Provided information on Safety & Police issues of the downtown via the Parking Committee
    - Conducted survey on foot patrol schedule
    - Pending project – security seminar conducted for merchants by Dover Police Department
    - Completed Phase I of emergency contact information project in support of City of Dover Emergency Management Coordinator

RESOURCE DEVELOPMENT

- Partnerships/Projects
  - Greater Dover Committee – Wachovia Building Purchase
  - Central Delaware Chamber – BOD Member
  - Kent County Tourism – BOD Member
  - Delaware Tech Consortium – Entrepreneurship Conference & Go Green Conference
  - US Small Business Administration – Loan Program

RESOURCE…

- Partnerships/Projects
  - Delaware Economic Development Office
  - Score
  - First State Loan Fund
  - DE Center for Women's Entrepreneurship



KENT ECONOMIC PARTNERSHIP, INC.

A NEW ORGANIZATION TO LEAD ECONOMIC DEVELOPMENT IN AND FOR KENT COUNTY

ORGANIZATION

- Not for profit (501 C 3 applied)
- Countywide-Kent
- Able to manage, purchase, develop industrial parks – Kent County AeroPark
- Public Private Partnership
- Goal oriented and measured

BOARD - OFFICERS

OFFICERS AND DIRECTORS

Dennis E. Klima, Chair

Daniel W. Wolfensberger, CEO

Michael Petit de Mange, Vice Chair

Alan Kovitz, Secretary

Ken Hogan, Treasurer

DIRECTORS

P. Brooks Banta

Ed Dulin

Denis McGlynn

George Wright

Alan Levin

Bill Andrew

Vision

- **The Kent Economic Partnership is the premier engine that creates and sustains a diverse business climate for the benefit of the citizens of Central Delaware**

Values

Trustworthy

Accountable

Sustainable

Pro-Active

Creative

Mission

TARGET INDUSTRIES/FORMING PARTNERSHIPS WITH:

AGRICULTURE
EDUCATION
CONSTRUCTION
HEALTH CARE
TOURISM

EMPHASIS ALSO ON

ENTREPRENEURSHIP
RETENTION OF EXISTING EMPLOYERS

GOALS - MEASURING EFFECTIVENESS

- DASHBOARD REPORT
- WEBSITE VISITS
- PARTNERSHIPS
- VISITS TO EXISTING EMPLOYERS
- INQUIRIES
- NEW EMPLOYMENT
- ENTREPRENEURS

Budget/Funding

Annual Budget: $ 110,000

Major Contributors:

Levy Court: $ 56,000

Corporate: $ 33,000

City of Dover: 16,000

Central Delaware Chamber $ 5,000

Additional fundraising to increase program development

Program Expenses

New Website: $ 6,500

Advertising: $ 5,000

Corenet Conference: $ 2,500

Salaries: (1 FT, 1 PT) $ 75,000

Overhead: $ 21,000

Results/Successes

- Transition to a new organization
- Air Commuter Feasibility Study Grant
  $ 135,000 applied for and received
- Fordham Brewing Company Expansion (20 new Jobs, expanded building)
- 4 Company visitations
- Speller Insurance Group expansion in Dover (10 new jobs)

Results/Successes

- **Renewal of the Kent County Tax Incentive Program to attract and keep companies**
- **New Website:**

  http://dev.kentpartnership.org/

Results/Successes

- Corporate Fundraising $ 27,000
- Member of NAM-SSN (1/1/2009)
- Community Profile updated
- Kent County Building Inventory

QUESTIONS

THANK YOU

