

Town of Altavista

Town Council Work Session Agenda

J.R. "Rudy" Burgess Town Hall
510 7th Street
Altavista, VA 24517

Tuesday, August 25, 2015

5:00 PM Council Work Session

- 1. Call to Order**
- 2. Agenda Amendments/Approval**
- 3. Public Comments –Agenda Items Only**
- 4. Introductions and Special Presentations**
 - a. Altavista On Track (Jamie Glass)
 - b. ED Marketing Plan Update (Dennis Jarvis)
- 5. Items Contingent for the Regular Meeting**
 - a. VDOT Transportation Priorities/Projects Discussion
 - b. Bedford Waterline Project Update
 - c. Water Plant Emergency Repairs Update
 - d. Recreation Committee – English Park recommendation
 - e. Police Residency Incentive
- 6. Items Scheduled for the Regular Meeting Agenda**
 - a. Delinquent Taxpayer's List
- 7. Public Comments – Comments are limited to three (3) minutes per speaker.**
- 8. Adjournment**

NEXT SCHEDULED REGULAR TOWN COUNCIL MEETING: TUESDAY, SEPTEMBER 8, 2015 @ 7:00 p.m.

Notice to comply with Americans with Disabilities Act: Special assistance is available for disabled persons addressing Town Council. Efforts will be made to provide adaptations or accommodations based on individual needs of qualified individuals with disability, provided that reasonable advance notification has been received by the Town Clerk's Office. For assistance, please contact the Town Clerk's Office, Town of Altavista, 510 Seventh Street, Altavista, VA 24517 or by calling (434) 369-5001.

Thank you for taking the time to participate in your Town Council meeting. The Mayor and Members of Council invite and encourage you to attend whenever possible because good government depends on the interest and involvement of citizens.



Town of Altavista, Virginia Work Session Agenda Form

Meeting Date: August 25, 2015

Agenda Item: Presentations

- Jamie Glass, President, *Altavista On Track* - AOT's 2016 Program of Work Goals and AOT's 2014-2015 *By The Numbers*

Attachments: AOT's 2016 Program of Work Goals; AOT's 2014-2015 *By The Numbers*

- Dennis Jarvis, Economic Development Director - Economic Development Marketing Plan Update

Attachments: ED Marketing Memo

These items are informational in nature and require no action at this time.



Altavista On Track 2016 Program of Work Goals

Goal 1: Increase community awareness of Altavista On Track and its programs of work

Promotions Committee

Create a regional media contact list and assist in developing media releases concerning AOT news and events.

Organization Committee

Create and implement a creative fundraising model to assist with additional marketing costs.

Economic Restructuring Committee

Organize and host a mixer or breakfast to update the downtown business/property owners on AOT initiatives and how we can assist them.

Design Committee

Create and implement a plan for historic signage. Have AOT brand on signage.

Staff Assistance

Update and redesign AOT website. Regularly update social media, send press releases and assist with monthly newsletter.

Goal 2: Business Retention: *Improve relationships with existing businesses*

Promotions Committee

Reach out to businesses to gather contact information for receiving updates from AOT.

Organization Committee

Recruit current downtown business/property owners to AOT committees.

Economic Restructuring Committee

Create an incentive program for downtown shopping, dining and services.

Design Committee

Communicate historic property significance with district property owners.

Staff Assistance

Regular business visits within the downtown district. Develop system to communicate incentives available for current businesses.

Goal 3: Business Attraction: *Make Downtown Altavista the desired location for entrepreneurs*

Promotions Committee

Help develop a marketing plan for attraction of new business.

Organization Committee

Develop an AOT presentation at a Chamber of Commerce Lunch & Learn/Breakfast to current business owners who may consider relocation or expansion.

Economic Restructuring Committee

Assist in the re-development plan of the 616 Broad Street location (former Dollar General).

Design Committee

Organize a board of directors walking tour to develop a property façade improvement checklist.

Staff Assistance

Grant writing for feasibility study. Develop a marketing plan for business attraction.

BY THE NUMBERS

Altavista On Track July 2014-2015

2

DOWNTOWN DISTRICT

11

New Businesses **1** Relocation **1** Expansion **1** Total Jobs

394

**GIBLET JOG
PARTICIPANTS**



Amount of loan
interest property
owners pay for
building improvements



35
**Scarecrows
Built in
2014**



7 Classic Car
Cruise-Ins



88

Average Number of Cars

2,374

**Volunteer
Hours
Contributed**



\$11,200 \$\$\$\$\$\$

Dollars Generated from Giblet Jog

10 Board
Members



Town of
Altavista
Employee

\$25,500

Funds awarded from
Pop-Up Altavista

7 Submitted Business Plans

Class Participants **25**



www.altavistaontrack.net



Memo

To: Waverly Coggsdale, III

From: Dennis Jarvis, II

Re: Marketing Plan

A component of a vibrant community and economic development program is a cohesive marketing plan. I would like to outline the vision of the first phase of the marketing plan for the fiscal year 205/2016 for the Office of Economic Development.

Phase I Altavista Office of Economic Development Marketing Plan

Our marketing program will cover two facets: traditional economic development and community marketing.

- **Economic Development:** This facet will be focusing on the business and industrial aspects of Altavista. The program will be focused on developing a message that will shape and mold an awareness about Altavista and will create an atmosphere that will increase the potential for new/continued jobs and new/continued investment in Altavista. The message/brand will promote the Altavista economy and will include information about: infrastructure, transportation, workforce development, labor force including unemployment rate, business issues such as taxes, and cost of conducting business. The available properties for industrial development will be profiled. The economic development marketing program will continue on the success of the development of the website www.altavistava.com and build upon that brand development and success.
- **Community:** This will be a more holistic campaign. A marketing campaign that will create and develop a brand awareness for Altavista focusing on the entire community. Emphasis will be on creating an awareness on our quality of life, recreation, educational access, and culture. The program will demonstrate why someone wants to live, eat, shop, and play in Altavista. Special emphasis will be geared on attracting customers for the specialty retail shops in the community: Mad Biddy's; Smith Building Mercantile, etc.

Blair Marketing

Blair Marketing will be working with the Office of Economic Development to create the new campaign and the following narrative is an overview of the first aspect of the program. Blair Marketing will be assisting the office of Economic Development in creating materials that will be utilized in a two tiered approach.

The two tiered program will utilize similar platforms to deliver the communities brand: Electronic Media: Social media platforms that will include: Facebook, Twitter, Instagram, Google +, Mail Chimp, etc.

Print media: To include collateral materials, trade publication ad placement, possible highway/road signage with billboards etc.

New Brand/tag line:

An aspect of the marketing program will be to develop a new brand identity/tag line that will be utilized in both programs. The current tag line ***“A place to live, A way to live”*** has been utilized for over a decade and has provided the town with a unique identity. A new brand/tag line is needed to deliver a uniform marketing brand and message that can be utilized in both programs. The new brand/tagline will build awareness and: Place emphasis on Altavista as a location to live, work, shop and play, invest a in a business or industry; and develop a message that allows us to develop, attract, and retain: new investment, develop entrepreneurs, and foster an environment for growth in all sectors.

Final Marketing products

- ***Video:*** We will develop a 2.5 minute community profile that would be utilized for presentations about Altavista, the Office Economic Development and AOT websites, Facebook, and other platforms as identified. The video would be shot from the view of the entire community and focus on: recreation; quality of life, etc. We would have some short endorsements from town and community leaders regarding why they live, work, and play in Altavista.
- ***Brochures/Rack cards:*** The Office of Economic Development and AOT will have collateral materials developed. The economic development materials will be versatile, they will be able to be utilized in an electronic format and a printed bound form. We will be able to customize the materials for a specific event, client, or audience. They will also be able to be printed from our in house copier or professional quality as needed. The AOT collateral materials will depend on what the AOT board would like. The concept is for a rack card style and similar brochure. With a community map. These items would be sent to state certified visitor and welcome centers throughout the region and the state of Virginia. In addition to the local business in the community.
- ***On line ads and email graphic:*** This vehicle would be utilized in an email newsletter campaign for both AOT and the Office of Economic Development. The template would allow the offices to develop ads for on-line products in an easier and cost effective fashion.

Altavista Branding • Tentative Milestones

I. New Tagline (integrated into existing logo)

- Preliminary concepts to D. Jarvis: 8/17
- Reactions/revisions: 8/18-8/25
- Finalized by: 9/1-?

II. Brochures/Rack Cards

- Text draft to D. Jarvis: 8/24
- Layout drafts to D. Jarvis: 9/22
- Layouts potentially finalized 9/25

III. Video

- Proposed video script to Jarvis: 9/4
- Possible photo/video location activity: Week of 9/14
- Video first cut completed: 9/29

IV. Online ads & email graphic

- Concepts to D. Jarvis: 9/16
- Final art to D. Jarvis: 9/25



Town of Altavista, Virginia Work Session Agenda Form

Meeting Date: August 25, 2015

Agenda Item: VDOT Transportation Priorities/Projects Discussion

Summary: With the adoption of House Bill 2, a funding mechanism for transportation projects through VDOT was created. VDOT officials will be on hand to give you a brief overview of House Bill 2 (HB2). In addition, this will be an opportunity for Council to discuss the Town's transportation priorities as we near the September 30th deadline for submission of applications for consideration under HB2.

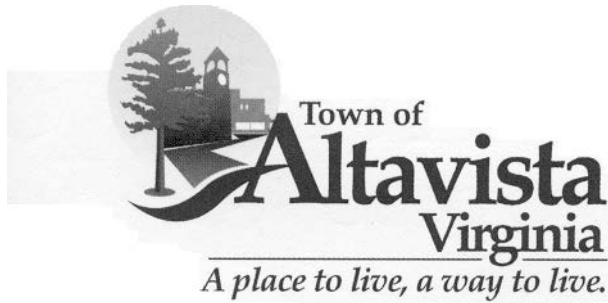
Budget/Funding: Potential for match on some projects, depending on funding source.

Legal Evaluation: The Town Attorney will be available to address legal issues.

Attachments: Staff memo

Council Recommendations:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
Consensus Poll on Action ____ (Aye) ____ (Nay)



MEMORANDUM

To: Town Council

From: Dan Witt, Assistant Town Manager

Date: August 25, 2015

Re: HB2 Overview

House Bill 2 (HB2) is legislation that implements a ranking tool to assist the Commonwealth Transportation Board (CTB) determine which transportation projects will be funded throughout the Commonwealth. Concurrently, VTrans 2040- Virginia's long-range multimodal transportation plan- is also in the process of being developed and updated. VTrans 2040 will help form the basis for HB2, and a new construction project can only be submitted through the HB2 process if it addresses a need identified in VTrans 2040.

Transportation projects may be submitted for HB2 funding consideration via four categories: (1) **Urban Development Areas** (UDA's), (2) **Corridors of Statewide Significance**, (3) **Regional Networks**, and (4) **Safety**. Staff has identified one project that will qualify under #4 above, Lynch Mill Road at the Altavista Elementary School and one project that will qualify under #2 or #4, Lynch Mill Road at US 29 Business (Main St.). Both projects could be applied for within the current grant cycle. Staff has been exploring UDA's, per Town Council's direction, but will not be seeking such designation at this time for reasons of time constraints, further research is required and VDOT officials have recommended holding off at this time.

The first ever HB2 funding cycle has started and runs from August 1st through September 30th. Staff is seeking direction from Council for submitting an application(s) for this first grant cycle. Projects that have been identified in the previous Six-Year Improvement Plan are listed above and address the congestion on Lynch Mill Road at AES and the creation of a right hand turn lane at the intersection of Lynch Mill Road and Main Street. Staff has had an initial meeting with VDOT officials to assist with the development and completion of an application for project funding.



Town of Altavista, Virginia Work Session Agenda Form

Meeting Date: August 25, 2015

Agenda Item: Bedford Avenue Waterline Project Update

Summary: Based on a meeting with the contractor, they will need approximately thirty (30) days to complete the work. The Substantial Completion deadline was August 3, 2015. Previously staff discussed a proposed change order from the contractor regarding an alternative for paving Bedford Avenue. At this time, staff is working with the contractor to fine tune the costs for possibly milling and paving the entire width of Bedford Avenue between the high school and West Road. In addition, staff has had a discussion with VDOT and they are willing to “cost share” with the Town in the amount of \$50,000 for work that would be above and beyond the contract.

Budget/Funding: Any work in addition to what is called for in the contract will require additional funding. The prices will be delivered at the meeting.

Legal Evaluation: The Town Attorney will be available to address legal issues.

Attachments: None

Council Recommendations:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
Consensus Poll on Action ____ (Aye) ____ (Nay)



Town of Altavista, Virginia Work Session Agenda Form

Meeting Date: August 25, 2015

Agenda Item: Water Plant Emergency Repairs Update

Summary: As you know, the Town has entered into a contract with Littleton & Associates for emergency repairs at the Town's Water Treatment Plant (WTP). During staff's previous discussion regarding the needs at the Water Treatment Plant (WTP), the need for SCADA (supervisory control and data acquisition) was mentioned. Staff has had an opportunity to meet with Woodard & Curran, the firm that Campbell County Utility Services Authority (CCUSA) works with in regard to SCADA. Accordingly, we have asked Woodard & Curran to submit a proposal for work associated with the incorporation of a SCADA system to the work that is being done by Littleton & Associates. Attached is the proposal from Woodard & Curran regarding the initial SCADA work associated with the on-going emergency repairs.

In addition, the report from VML's consulting engineer (Hazen) is attached from your review. This report details their findings during the site visit. The report recommends that a full review of the pumping and distribution system, along with repair/replacement recommendations by a licensed professional engineer, and at a minimum, the existing surge relief valves be serviced or replaced prior to resuming high service pumping operations.

Staff will be present to provide an update, if needed.

Budget/Funding: The cost listed in the Woodard & Curran SCADA proposal is \$95,000 and a source of funding would need to be identified. There is the potential that efficiencies in personnel and operations may be achieved that could assist in offsetting this cost, over a period of time.

Legal Evaluation: The Town Attorney will be available to address legal issues.

Attachments: Woodard & Curran SCADA proposal; Hazen report (VML's engineers)

Council Recommendations:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
Consensus Poll on Action ____ (Aye) ____ (Nay)



August 19, 2015

Waverly Coggsdale, III
Town Manager
Town of Altavista
510 Seventh Street
Altavista, VA 24517

Re: Water SCADA System Upgrade

Dear Mr. Coggsdale:

Woodard & Curran is pleased to present you with this proposal to upgrade the Town of Altavista's Water Plant SCADA System.

PROJECT UNDERSTANDING

The Town of Altavista is in need of a SCADA system upgrade to take advantage of some existing equipment and to accommodate two new pumps with VFD's. The management and staff desire to incorporate SCADA technology into its operations to gain better process control of the high service pumps, monitor real time status of parameters such as flows, CL2 residuals, turbidities, and collect data to trend the information. The staff also wants more detailed alarming, remote access via mobile devices, and connection to the Abbott Nutrition Plant and the CCUSA SCADA systems to collect data.

This proposed Scope includes providing engineering, equipment, implementation, startup and support to obtain the operations goals as stated above.

SCOPE OF SERVICES

Our proposed Scope of Services includes the following:

- One site visit to Altavista Water Plant and Abbott Nutrition Plant location to determine final design details;
 - Design will include using tank levels for automatic control of four (4) High Service Pumps, two controlled by new Danfoss VFD's, two will be controlled by the existing motor starters;
 - Design will include data connections to Abbott and CCUSA
- Provide CAD documents of control circuit and As Built I/O drawings;
- Provide a Radio Path Study of all Altavista sites including connection to Abbott and CCUSA;
- Provide new PLC Processor with interface to existing I/O;
- Provide one 24vdc input and one Analog Output card;
- Supply two new Dell SCADA computers with the following software;
 - GE HMI software (one Development and one Runtime)
 - WIN911 Alarm Dialing software with Dialogic voice card
 - XLReporter software for automatic report generation
 - Team Viewer for remote access
- Provide SonicWALL for secure remote access (includes one year of update service)



- Assist the Clients electrical contractor with final wiring connections and installation;
- Coordinate VFD startup with factory technician;
- Provide programming for HMI, Reporting and Alarming;
- Provide startup services; and
- Provide eight hours of operator training during startup

ASSUMPTIONS

- Client will provide access to all locations including Abbott;
- Reports will be limited to three one page reports (Turbidity, Flows and Runtimes);
- VFD Startup services will be contracted by Client or others;
- VFD will have I/O available for control;
- All motor controls will have Hand-Off-Auto available;
- Client will supply access to internet and a static IP address from ISP;
- Client will supply analog phone line for alarm dialing;
- Electrical Contractor will be contracted by Client or others;
- Woodard & Curran is supplying equipment as listed above, Electrical Contractor will be responsible for all other equipment, wiring and I/O checkout;
- Client Staff will be available for one session of training during startup; and
- Woodard & Curran has assumed one site visit for design details and one trip for startup.

FEE BUDGET

For the Scope of Services presented above, the budgetary estimate will be \$95,000. Billing will be Time & Expenses; our fee will be based on the time expended and costs incurred. See attached Rate Table


Estimate:	Labor	\$ 30,000
	Sub and Expenses	\$ 10,000
	Software, Computers and equipment	\$ 55,000

This fee budget shall not be exceeded without prior written authorization. Invoices will be submitted monthly.

We appreciate the opportunity to present you with this information. If you have any questions or would like to discuss this proposal in more detail, please feel free to contact either of us.

Sincerely,

WOODARD & CURRAN ENGINEERING P.A.


Anthony C. Catalano, P.E., BCEE
Principal


Leroy Kendricks
Client Manager

cc: David Garrett, Altavista



ACCEPTED:

The undersigned hereby states that they are the person or duly authorized agent of the person or organization contracting for the above services on the above described project; and that the attached Standard Terms & Conditions stated are understood and herewith agreed to and accepted.

Woodard & Curran Engineering P.A. is hereby authorized to proceed with the services outlined above.

Date: _____

By: _____

Title: _____



WOODARD & CURRAN

TERMS & CONDITIONS

STANDARD TERMS & CONDITIONS

The following Standard Terms and Conditions, together with the attached Scope of Services dated August 19, 2015 ("Scope of Services"), constitute the terms of this agreement ("Agreement") between Woodard & Curran Engineering P.A. ("Engineer"), with an address of 41 Hutchins Drive, Portland, ME 04102, and Town of Altavista ("Client"), with an address of 510 Seventh Street | Altavista, VA 24517 with respect to the performance of the Scope of Services (the "Project") and any additional services.

WHEREAS, it is the desire of the Client to contract the services described in the Scope of Services; and Engineer desires to perform the services described in the Scope of Services.

NOW THEREFORE, the parties hereto agree as follows:

1. Scope of Services

Engineer, as representative of the Client, shall perform the services described in the attached Scope of Services.

- 1.1 Assumptions. The Engineer's Scope of Services and the compensation are conditioned upon, and are subject to, the assumptions set forth in the Scope of Services.
- 1.2 Change in Scope of Services. Client may, at any time, by written order, request changes to the Scope of Services or work to be performed. If the Scope of Services is changed in a manner that will increase or decrease Engineer's costs or the time required to perform the services under this Agreement, there will be an equitable adjustment to this Agreement that must be signed by both parties.

2. Engineer's Responsibilities

Engineer shall be responsible for the following:

- 2.1 Engineer will perform all work in accordance with the attached Scope of Services.
- 2.2 Engineer will perform all work in a professional manner that is consistent with other professionals performing similar work in the geographic area at the time services are rendered.
- 2.3 Engineer shall comply with all laws and regulations applicable to Engineer's performance of the Scope of Services.
- 2.4 Engineer shall assign a project manager to act as Engineer's representative with respect to services to be rendered under this Agreement.
- 2.5 Engineer shall have all licenses and permits required by the Scope of Services.

3. Client's Responsibilities

Client shall do the following in a timely manner so as not to delay the services of Engineer:

- 3.1 Designate in writing a person to act as Client's representative with respect to the services to be rendered

under this Agreement. Such person shall have complete authority to transmit instructions, receive information, interpret and define Client's policies and decisions with respect to Engineer's services described in the Scope of Services. Such person shall have complete authority to bind Client financially with respect to the payment of services to be rendered under this Agreement.

- 3.2 Provide all criteria and full information as to Client's requirements for the Project, including design objectives and constraints, performance requirements, and any budgetary limitations; and furnish copies of all design and construction standards which Client will require to be included in any drawings and specifications.
- 3.3 Provide Engineer with all available information pertinent to the Project including previous reports and any other documents and data relative to design or construction of the Project, all of which Engineer shall be entitled to use and rely upon with respect to the accuracy and completeness thereof, in performing the services under this Agreement.
- 3.4 Examine all studies, reports, sketches, drawings, specifications, proposals and other documents presented by Engineer; and provide written comments within a reasonable time so as not to delay the services of Engineer.
- 3.5 Give prompt written notice to Engineer whenever Client observes or otherwise becomes aware of any development that may affect the Scope of Services or timing of Engineer's services.
- 3.6 Ensure Engineer, its agents and representatives have safe access to the Project site, buildings thereon, and other locations as required to perform the Scope of Services.

4. Subcontracts

- 4.1 If requested by Client, the Engineer will recommend the Client's engaging the services of laboratories, testing services, subconsultants, or third parties to perform suitable aspects of the Services. Invoices for such third-parties will be reviewed by the Engineer, and the Engineer will make recommendations to the Client regarding payment. Payment to these third-parties will be made directly by the Client. The Engineer will recommend the use of such third parties with reasonable care, but does not guarantee their services and will not be liable for their errors or omissions.
- 4.2 In the alternative, Engineer may subcontract any portion of the Scope of Services to a subcontractor approved by Client, and the Engineer will add a 10% surcharge on invoices paid directly by the Engineer for laboratories, testing services, subconsultants, or other third-parties, and that surcharge will be reflected on Engineer's monthly



WOODARD & CURRAN

TERMS & CONDITIONS

invoices submitted to Client.

5. Billing and Payment

- 5.1 Client shall pay Engineer in accordance with the payment methods, rates, and charges set forth in the Scope of Services or otherwise agreed upon. Engineer will submit monthly invoices for services rendered and expenses incurred during the previous period.
- 5.2 Payment will be due upon receipt of Engineer's invoice. Payments due Engineer and unpaid under the terms of this Agreement shall bear interest from thirty (30) days after the date payment is due at the rate of one and one half (1.5) percent per month (18 percent per annum) until paid in full. In the event that Engineer is compelled to take action to collect past due payments, the Client will reimburse Engineer for all costs and expenses of collection including, without limitation, all court costs and reasonable attorney's fees and costs.
- 5.3 Reimbursable Expenses include actual expenditures made by Engineer, including, but not limited to:
 - 5.3.1 transportation and living expenses incurred in connection with travel on behalf of the Client;
 - 5.3.2 overnight or priority postage and costs for special handling of documents;
 - 5.3.3 renderings and models requested by the Client;
 - 5.3.4 expense of overtime work requiring higher than regular rates;
 - 5.3.5 expense of any additional insurance coverage or limits, including professional liability insurance, requested by the Client in excess of that normally carried by Engineer and Engineer's consultants;
 - 5.3.6 automobile expenses for personal vehicles at the prevailing Internal Revenue Service (IRS) reimbursement rate, plus toll charges, for travel in conduct of the work, or rental of vehicles plus gasoline and toll charges for traveling to conduct the work;
 - 5.3.7 use of company field vehicle will be charged according to Engineer's current rates;
 - 5.3.8 charges for materials and equipment provided directly by Engineer will be billed according to Engineer's current rates;
 - 5.3.9 purchase or rental of specialized equipment and other supplies necessary to conduct the work;
 - 5.3.10 computer, drafting, typing and other services or labor provided by outside contract personnel or vendors.
- 5.4 Miscellaneous Direct Expenses will be billed to your project(s) each month at 3% (or as otherwise set forth in the Scope of Services) of the current month's labor fee (including project contract labor fee). This will cover expenditures for miscellaneous telephone, fax,

photocopying, postage, digital camera, and computer expenses incurred on your project(s).

- 5.5 If the Project is suspended or abandoned in whole or part, Engineer shall be compensated for all services performed prior to receipt of written notice from the Client of such suspension or abandonment, together with Reimbursable Expenses and Miscellaneous Direct Expenses then due plus Project closeout costs actually incurred. If the Project is resumed after being suspended for more than three (3) months, Engineer's compensation shall be equitably adjusted between the Client and Engineer.
- 5.6 No deductions shall be made from Engineer's compensation on account or sums withheld from payments to contractors, nor shall payment to Engineer be contingent upon financing arrangements or receipt of payment from any third party.
- 5.7 If the Client fails to make payment when due Engineer for services, Reimbursable Expenses, or Miscellaneous Direct Expenses, Engineer may, upon seven days' written notice to Client, suspend performance of services under this Agreement. Unless payment in full is received by Engineer within seven days of the date of the notice, the suspension shall take effect without further notice. In the event of a suspension of services, Engineer shall have no liability to Client for delay or damage caused Client or others because of such suspension of services.
- 5.8 If Client objects to all or part of any invoice, Client shall notify Engineer in writing within two weeks of the date of the invoice, and shall pay that portion of the invoice not in dispute within 30 days after the date of receipt of the invoice. Provided that an objection is made in good faith, the parties shall immediately make every effort to settle the disputed portion of the invoice. If the dispute is resolved in favor of Engineer, interest shall accrue on the unpaid portion of the invoice in accordance with Section 5.2 of this Agreement.

6. Ownership and Use of Documents

- 6.1 All documents including drawings and specifications prepared or furnished by Engineer (and Engineer's independent professional associates, subcontractors and consultants) pursuant to this Agreement are instruments of service in respect of the Project and Engineer shall retain an ownership and property interest therein whether or not the Project is completed. Client may take and retain copies for information and reference in connection with the use and occupancy of the Project by Client and others. However, such documents are not intended or represented to be suitable for reuse by Client or others on extensions of the Project or on any other project. Any reuse without written verification or adaptation by Engineer for the specific purpose intended will be at Client's sole risk and without liability or legal exposure to Engineer or to Engineer's independent professional associates, subcontractors and consultants from all claims, damages, losses and expenses including attorney's fees arising out



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TERMS & CONDITIONS

of or resulting therefrom. Any such verification or adaptation will entitle Engineer to further compensation rates to be agreed upon by Client and Engineer.

- 6.2 Submission or distribution to meet official regulatory requirements or for other purposes in connection with the Project is not to be construed as publication in derogation of Engineer's rights under this section.

7. Limitation of Liability

- 7.1 The total liability, in the aggregate, of Engineer and Engineer's officers, directors, employees, agents, and independent professional associates and consultants, and any of them, to Client and any one claiming by, through or under Client, for any and all injuries, claims, losses, expenses, or damages whatsoever arising out of or in any way related to Engineer's services, the Project or this Agreement, from any cause or causes whatsoever, including, but not limited to, the negligence, errors, omissions, strict liability, breach of contract, breach of warranty of Engineer or Engineer's officers, directors, employees, agents or independent professional associates or consultants, or any of them, shall not exceed the total covered amount available under Engineer's applicable insurance policy limits set forth herein.
- 7.2 Neither party shall be responsible or held liable to the other for special, indirect, or consequential damages, including, but not limited to, loss of profit, loss of investment, loss of product, business interruption, or liability for loss of use of facilities or Client's existing property, however the same may be caused.

8. Insurance

- 8.1 Engineer is protected by Workers' Compensation Insurance in statutory amounts; General Liability Insurance of \$1,000,000 per occurrence and \$2,000,000 in the aggregate; and Professional Liability Insurance of \$1,000,000 per claim and in the aggregate. Engineer will furnish client a certificate of insurance, upon written request, evidencing such coverage and limits. The Client and Engineer waive all rights of subrogation against: 1) each other and their subconsultants, subcontractors, agents and employees, each of the other, and 2) the Client's contractor (if any) and its subcontractors, for damages caused by fire or other perils to the extent covered by property insurance maintained by the Client or its contractor. The Client shall require a similar waiver from any contractor.

9. Indemnification Hold Harmless

- 9.1 Engineer agrees to indemnify and hold Client, its directors, shareholders, employees, and assigns harmless from and against all claims, damages, causes of actions, and fines to the extent such claims, damages, causes of action and fines are based on or arise out of Engineer's negligent acts or negligent omissions.
- 9.2 Client agrees to indemnify and hold Engineer, its

directors, shareholders, employees, and assigns harmless from and against all claims, damages, causes of actions, and fines to the extent such claims, damages, causes of action and fines are based on or arise out of Client's negligent acts or negligent omissions.

10. Delays/Force Majeure

- 10.1 Except as specifically set forth in this Agreement, neither party shall hold the other responsible or liable for damages or delays in performance caused by acts of God, interruptions in the availability of labor, or other events beyond the control of the other party, or that could not have been reasonably foreseen or prevented. For this purpose, such acts or events shall include unusually severe weather affecting performance of services, floods, epidemics, war, riots, strikes, lockouts, or other industrial disturbances, protest demonstrations, unanticipated Project site conditions, and inability, with reasonable diligence, to supply personnel, equipment, or material to the Project. Should such acts or events occur, both parties shall use their best efforts to overcome the difficulties arising and to resume as soon as reasonably possible the normal pursuit of the Scope of Services. Delays within the scope of this provision which cumulatively exceed thirty (30) days in any six (6) month period shall, at the option of either party, make this Agreement subject to termination or to renegotiation.

11. Notice

- 11.1 All notices authorized or required between the parties, or required by any of the provisions herein, shall be given in writing and shall be sent by certified mail, return receipt requested, and deposited with an accepted postal service, postage prepaid, and addressed to the intended party at the address set forth in the first paragraph of these Terms and Conditions. Notices sent in this manner shall be deemed given seven business days after mailed. Notices may also be given by personal delivery, sent via a regionally recognized overnight carrier (i.e. FedEx, UPS), or sent by facsimile, and shall be deemed given when delivered (if by personal delivery or overnight courier) or when faxed.

12. Dispute Resolution

- 12.1 Step Negotiations. The parties shall attempt in good faith to resolve all disputes ("Controversy") promptly by negotiation, as follows. Any party may give the other party written notice of any Controversy not resolved in the normal course of business. Managers of both parties at levels at least one level above the project personnel involved in the Controversy shall meet at a mutually acceptable time and place within five days after delivery of such notice, and thereafter as often as they reasonably deem necessary, to exchange relevant information and to attempt to resolve the Controversy. If the matter has not been resolved within thirty days from the referral of the Controversy to the managers, or if no meeting has taken place within ten days after such referral, either party may initiate mediation as provided hereinafter. All



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negotiations pursuant to this clause are confidential and shall be treated as compromise and settlement negotiations purposes of the Federal Rules of Evidence and state Rules of Evidence.

12.2 Mediation. In the event that any Controversy arising out of or relating to this Agreement is not resolved in accordance with the procedures provided herein, such Controversy shall be submitted to mediation with a mutually agreed upon mediator. The mediation shall be filed at the regional office of the agreed upon mediator closest to the Project site. The mediation shall take place at an Engineer's office unless otherwise agreed to by the parties. If the mediation process has not resolved the Controversy within thirty days of the submission of the matter to mediation, or such longer period as the parties may agree to, the mediation process shall cease. All mediation documents and discussions pursuant to this clause are confidential and shall be treated as compromise and settlement negotiations for purposes of the Federal Rules of Evidence and state Rules of Evidence. Nothing herein shall limit the rights and remedies that the parties may have under this Agreement or under other legal and equitable proceedings.

13. Termination

13.1 Either party shall have the right to terminate this Agreement with respect to the Project for convenience, at its option, by sending a written Notice of Termination to the other party. The Notice of Termination shall specify when and which services will be discontinued and when termination shall be effective, provided that no termination shall be effective less than ten (10) calendar days after receipt of the Notice of Termination. No later than thirty (30) calendar days after termination, Client shall pay Engineer for all Services performed and charges incurred prior to termination, including, without limitation, costs and expenses related to putting Project documents and analyses in order and rescheduling personnel and equipment.

13.2 Either party shall have the right to terminate this Agreement with respect to the Project for cause if the other party commits a material breach of this Agreement and fails to cure such breach within ten (10) days. A Notice of Default, containing specific reasons for termination, shall be sent to the defaulting party, and both parties shall cooperate in good faith to cure the default or defaults stated in the Notice of Default. Termination shall not be effective if the breach has been remedied within ten (10) days after the defaulting party's receipt of the Notice of Default or the later date specified in the Notice of Default, or, if the defaulting party has begun to cure such default within such period and such default cannot reasonably be cured within such period, if such defaulting party diligently prosecutes curing such default to completion (provided that such provision shall not apply to Client's failure to timely pay an invoice). In the event of termination for cause, Engineer shall be paid the same

as in the case of termination for convenience and the parties shall have their remedies at law as to any other rights and obligations between them, subject to the other terms and conditions of this Agreement.

14. Construction Contract Responsibilities

14.1 When Engineer's services include the performance of any services during the construction phase of the Project, it is understood that the purpose of any such services (including any visits to the Project site) will be to enable Engineer to better perform the duties and responsibilities assigned to and undertaken by it as an experienced and qualified design professional, and to provide the Client with a greater degree of confidence that the completed work of Client's construction contractor(s) ("Contractor") will conform generally to the contract documents and has been implemented and preserved by Contractor(s). Engineer shall not, during such visits or as a result of any observations of construction, supervise, direct or have control over Contractor's(s') work nor shall Engineer have authority over or responsibility for the means, methods, techniques, sequences or procedures of construction selected by the Contractor(s) or safety precautions and programs incident to the work of Contractor(s) or for any failure of Contractor(s) to comply with laws, rules, regulations, ordinances, codes or orders applicable to Contractor(s) furnishing and performing its (their) work. Engineer does not guarantee the performance of the construction contract by the Contractor(s), and does not assume responsibility for Contractor's(s') failure to furnish and perform its (their) work in accordance with the contract documents.

14.2 If Engineer's contract with the Client so requires, Engineer shall review (or take other appropriate action in respect of) shop drawings, samples and other data which Contractor(s) is (are) required to submit, but only for conformance with the design concept of the Project and compliance with the information given in the contract documents. Such review or other actions shall not extend to means, methods, techniques, sequences or procedures of manufacture (including the design of manufactured products) or construction, or to safety precautions and programs incident thereto. Engineer's review or other actions, as described above, shall not constitute approval of an assembly or product of which an item is a component, nor shall it relieve the Contractor(s) of (a) its (their) obligations regarding review and approval of any such submittals; and (b) its (their) exclusive responsibility for the means, methods, sequences, techniques and procedures of construction, including safety of construction.

15. Health and Safety

15.1 Engineer and its employees shall follow health and safety precautions which meet federal, state and local regulations. If asked to conduct any activities which do not conform to said regulations, or which Engineer



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determines in its sole discretion to be unsafe or unhealthy, Engineer shall have the option to stop work immediately and inform Client of unacceptable health and safety conditions, and both parties shall enter into good-faith negotiations to remedy the unacceptable conditions. If no remedy can be agreed upon, Engineer and Client may terminate this Agreement with respect to Scope of Services in accordance with the terms stated herein.

15.2 Engineer will not implement or be responsible for health or safety procedures other than for its own employees. Engineer shall not share any responsibility for the acts or omissions of other parties on the Project or have control or charge of, or be responsible for safety precautions and programs of Client or other contractors. Unless otherwise agreed in the Scope of Services, Engineer's observation and testing of portions of the work of other parties on a project site shall not relieve such other parties from their responsibilities for performing their work in accordance with applicable plans, specifications and health and safety requirements. Client agrees to notify such contractors or other parties accordingly.

16. Pre-Existing Conditions and Subsurface Risks

16.1 Where the Scope of Services includes or requires on-site work, visits, investigations, or explorations, Engineer and Client agree to the following:

16.1.1 Hazardous Substances. Client acknowledges that Engineer has neither created nor contributed to the creation of any hazardous waste, hazardous substance, radioactive material, toxic pollutant, asbestos, or otherwise dangerous substance (collectively referred to as "hazardous substance"), or dangerous condition at the Project site. Consequently, Client agrees to defend, indemnify and hold Engineer harmless from and against any and all claims, damages, losses, fines, suits or causes of action (collectively referred to as "claims") relating to personal injury; property damage; non-compliance or liability arising under environmental laws including, but not limited to, RCRA, CERCLA or similar federal or state laws, to the extent the claims are based on or arise from the existence or release of any hazardous substances. The term "property" as used herein means all real and personal property, including, without limitation, tangible and intangible rights and interests, economic or other losses, or other rights with respect thereto.

16.1.2 Client's Duty to Notify Engineer of Hazards. Client shall provide Engineer with all information known to Client with respect to the existence or suspected existence of any hazardous substances at, on, or in close proximity to the Project site. Client will advise Engineer immediately of any information which comes into Client's possession regarding the existence of any such potentially hazardous substances, or any condition known to Client to exist in, on, under or in the vicinity of the Project site which might present a potential danger to human health or the environment.

16.1.3 Engineer shall take reasonable precautions for the health and safety of its employees while at the Project site with consideration for the available information regarding existing hazards.

16.1.4 Control of Project Site. Client acknowledges that it is now and shall remain in control of the Project site at all times. Engineer shall have no responsibility or liability for any aspect or condition of the Project site, now existing or hereafter arising or discovered. Engineer does not, by entry into an agreement with Client or its performance of services under any such agreements, assume any responsibility or liability with respect to the Project site; nor shall any liability or responsibilities be implied or inferred by reason of Engineer's performance of any work at the Project site.

16.1.5 Right of Entry. Unless otherwise agreed, Client will furnish right-of-entry on the land for Engineer to make the planned borings, explorations, or field tests. Engineer will take reasonable precautions to minimize damage to the land from use of equipment, but has not included in its fee the costs for restoration of damage that may result from Engineer's operations, or the operations of any person or entity engaged by Engineer in the performance of services under this agreement. If Engineer is required to restore the land to its former condition, such work will be accomplished and the costs, plus fifteen percent (15%), will be added to Engineer's fee.

16.1.6 Subsurface Risks. Client recognizes that special risks occur whenever engineering or related disciplines are applied to identify subsurface conditions. Even a comprehensive sampling and testing program, implemented with appropriate equipment and experience by personnel under the direction of a trained professional who functions in accordance with a professional standard of practice may fail to detect certain hidden conditions. For similar reasons, actual environmental, geological, and geotechnical conditions that the Engineer properly inferred to exist between sampling points may differ significantly from those that actually exists. The Client acknowledges these risks.

16.1.7 Engineer will exercise reasonable and professional care in seeking to locate subterranean structures in the vicinity of proposed subsurface explorations at the Project site. Engineer will contact public utilities and review plans and information, if any, provided by public utilities, public agencies and Client. So long as Engineer observes such standard of care, Engineer will not be responsible for any unavoidable damage, injury of interference with any subterranean structures, pipe, tank, cable or any other element or condition if not called to Engineer's attention prior to commencement of services or which is not shown, or accurately located, on plans furnished to Engineer by Client or by any other party, or which could not have been reasonably identified by Engineer.



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17. Samples

17.1 Non-Hazardous Samples. Engineer will dispose of all soil, rock, water, and other samples thirty (30) days after submission of Engineer's initial report. Client may request, in writing, that any such samples be retained beyond such date, and in such case Engineer will ship such samples to the location designated by Client, at Client's expense. Engineer may, upon written request, arrange for storage of samples at Engineer's offices at mutually agreed storage charges. Engineer will not give Client prior notice of intention to dispose of samples.

17.2 Hazardous Samples. Although the Client shall have the obligation to dispose of any "hazardous" samples, if samples collected from the Project site contain substances defined as "hazardous" by federal, state, or local statutes, regulations, codes, or ordinances, Engineer shall, at its option, have the right to: (1) dispose of samples by contract with a qualified waste disposal contractor; (2) in accordance with Client's written directions, ship such samples by an appropriately licensed transporter to a licensed disposal site; or (3) return such samples by an appropriately licensed transporter, to Client. Client shall pay all costs and expenses associated with the collection, storage, transportation, and disposal of samples. If Client requests in writing, that any such sample be retained for a period in excess of thirty (30) days, Engineer will store such samples at Client's expense and Client will pay an additional fee as charged by Engineer in accordance with its standard laboratory schedule for storage of samples of a "hazardous substance."

18. Miscellaneous

18.1 This Agreement shall be governed and construed in accordance with the laws of the Commonwealth of Virginia.

18.2 The prevailing party in any lawsuit, appeal, bankruptcy or other legal proceeding relating to this Agreement or its appendices shall be entitled to recover from the non-prevailing party all reasonable attorneys' fees, costs and expenses incurred by the prevailing party, and in all efforts to collect any recovery by the prevailing party. Any action to enforce or interpret this Agreement shall be commenced or maintained only in the judicial or administrative tribunal in the jurisdiction of the Commonwealth of Virginia, and each party waives any venue, convenient forum, removal, jurisdiction, or other rights to the contrary.

18.3 Section headings in this Agreement are included herein for convenience of reference only, and shall not constitute a part of the Agreement or for any other purpose.

18.4 The Client and Engineer respectively, bind themselves, their partners, successors, assigns and legal representatives to the other party to this Agreement and to the partners, successors, assigns and legal representatives of such party with respect to all covenants of this

Agreement. Neither the Client nor Engineer shall assign, sublet or transfer any interest in this Agreement without the written consent of the other.

18.5 This Agreement represents the entire and integrated Agreement between the Client and Engineer, and supersedes all prior negotiations, representations or agreements, either written or oral, and may be amended only by written instruments signed by both Client and Engineer.

18.6 If any provision of this Agreement is held invalid or unenforceable by any court of final jurisdiction, it is the intent of the parties that all other provisions of this Agreement be construed to remain fully valid, enforceable and binding on the parties.

18.7 Any estimates or opinions of Project or construction costs are provided by Engineer on the basis of Engineer's experience and qualifications as an engineer and represents its best judgment as an experienced and qualified engineer familiar with the construction industry. Since Engineer has no control over the cost of labor, materials, equipment or services furnished by others or over competitive bidding or market conditions, it cannot guarantee that proposals, bids or actual Project costs or construction costs will not vary from any estimates or opinions of costs prepared by Engineer. Similarly, since Engineer has no control over building operation and/or maintenance costs, Engineer cannot and does not guarantee that the actual building system operating or maintenance costs will not vary from any estimates given by Engineer. No fixed limit of construction costs is established as a part of this Agreement.

(Signatures on next page)



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IN WITNESS WHEREOF, the parties have executed this Agreement on the date set forth below:

ENGINEER:

WOODARD & CURRAN ENGINEERING, P.A.

By: 

Printed: Anthony Catalano

Title: Principal

Thereunto duly authorized

Date: August 19, 2015

CLIENT:

TOWN OF ALTAVISTA

By: _____

Printed: _____

Title: _____

Thereunto duly authorized

Date: _____

Hazen *Memorandum*

July 31, 2015

To: Mr. Rusty Holt, Piedmont Claims Services, LLC

From: Christopher W. Tabor, P.E., Glen F. "Tad" Rogers III, P.E., CCCA, ENV SP, Joel Petery, P.E.

Re: Altavista Water Treatment Plant Investigation

On Friday 7/24/15 at approximately 2:30 pm representatives from Hazen and Sawyer (Hazen) arrived at the Altavista Water Treatment Plant (WTP) located at 20 Ricky Van Shelton Dr. Hurt, VA. Hazen staff met with Altavista staff, reviewed existing conditions, and gathered information related to recent damage to the existing high service pump discharge piping system. This memorandum documents the findings and information gathered by Hazen during the site visit.

Background

The existing facility has four constant speed high service pumps rated at approximately 0.5, 1.0, 1.5 and 1.5 MGD, respectively, for a firm capacity of approximately 3 MGD. While the plant refers to the pumps as effluent pumps (original pumps) and high service pumps (newer pumps), for the purpose of this report we will refer to the pumps as numbers 1 through 4 from north to south. Pumps 1&2 (0.5 and 1.0 MGD pumps respectively) were installed in the original facility completed in 1966 and Pumps 3&4 (1.5 MGD each) were installed in a subsequent plant expansion. Pumps 1&2 discharge into a common 12-inch diameter discharge manifold which passes through the existing clearwell before exiting the structure. Pumps 3&4 discharge into a common 16" diameter header which connects with the existing 12-inch diameter discharge line outside of the facility below ground. Both the 12-inch and 16-inch discharge headers include surge relief valves, as observed in the field and shown on the original design drawings. The Pumps 1&2 header has two (2) 3-inch angle body Golden Anderson surge relief valves. However the nameplate data has been painted over and precise features, model number and condition/operability are not known and could not be obtained from plant staff. The 16-inch header has two (2) 3-inch angle body Ross 20 WR internal pilot operated pressure relief valves. Although one of these valves appears newer than the other, installation and maintenance records for these valves were not available.

During the site visit all four high service pumps were out of operation as plant staff were working to install temporary piping to backfeed plant water via the existing hydrant outside of the facility. It was reported to Hazen by plant staff that in the early morning hours (approximately 1:35 am) Wednesday 7/22/15, damage occurred to the existing 12-inch diameter high service pump discharge manifold. At the time of the incident it was reported that 3 pumps (1, 2, and 3) were in use and the operator was monitoring the water level of the Clarion Road tank. When the operator observed that the tank had reached approximately 54.1 feet he turned off pumps 1&2 in series with an approximate 30 second delay between the two shutdowns. It was reported that within seconds of shutdown of Pump No. 2 a very loud "boom" sound was heard by the operator. Upon investigation of the sound plant staff determined there was a loss of system pressure and shut down the plant. Subsequent investigation by plant staff revealed a failure in the section of pump discharge header located in the clearwell. A complete incident report developed by plant staff is attached to this memorandum.

Observations

During the site visit, Hazen staff observed and documented conditions in the high service pump rooms as well as the original clearwell section where the 12" diameter discharge piping is located. Damage to piping and concrete pipe supports at the discharge header for pumps 1&2 was observed and is documented in the attached photos. This may require selective demolition and replacement. Discharge piping from Pumps 3&4 appears to have experienced some movement but no visually apparent physical damage was observed. On Sunday July 26, 2015 it was reported to Hazen by Turner Perrow of WW Associates that subsequent operation of Pumps 3&4 revealed no apparent problems.

Within the clearwell, tie rods intended to restrain the 90 degree bend on the 12-inch discharge header to the south wall failed and the vertical leg of piping from the floor above was pushed out of plumb. The 90 degree bend separated from the horizontal run of discharge piping allowing water to drain back into clearwell. The failed tie rods were found to be in an extremely corroded condition. The condition of much of the ferrous metals within the clearwell also exhibited corrosion and severe tuberculation. (See attached photos)

While it is not known if other conditions in the distribution system contributed to the incident, given the damage observed, and the fact that the incident reportedly occurred within seconds of shutdown of two of the high service pumps, it is likely that a transient surge (water hammer) event was triggered by the pump shutdown.

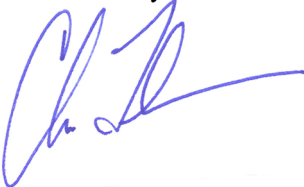
As previously indicated, both pump headers include surge relief valves to prevent damage due to transient surges. However, based on visual observation and lack of maintenance records, it is unclear whether these valves were adequately operational.

Recommendations

We recommend a full review of the pumping and distribution system along with repair/replacement recommendations by a licensed professional engineer and at a minimum, the existing surge relief valves be serviced or replaced prior to resuming high service pumping operations. Maintenance in accordance with the manufacturer's recommendations should be performed and documented.

Very truly yours,

Hazen and Sawyer



Christopher W. Tabor, P.E.

Senior Associate



Town of Altavista, Virginia Work Session Agenda Form

Meeting Date: August 25, 2015

Agenda Item: Recreation Committee – English Park Recommendation

Summary: For several months, staff has been reviewing a request by a citizen that would provide opportunities for individuals to enjoy Staunton River in English Park. After analyzing the citizen's concept of relocating the bollard on the boat ramp end of the pedestrian loop road, it was determined that a slight modification could be made to provide greater visual access to the river. The Recreation Committee has reviewed the request and would recommend that this project be undertaken.

Budget/Funding: Staff time to relocate the bollard and additional surface material for a small parking turnaround area.

Legal Evaluation: The Town Attorney will be available to address legal issues.

Attachments: Recreation Committee report/recommendation; Additional photos of the area

Council Recommendations:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
Consensus Poll on Action ____ (Aye) ____ (Nay)

Town of Altavista Recreation Committee

Committee Members

Ann Shelton (Chairman)
Tim George (Town Council)
Victoria Mattox
Steve Dews
Tayna Overbey

Ex-Officio Members

Steve Jester (YMCA)
Dan Witt (Town Staff)
David Garrett (Town Staff)



Overview

At a meeting on July 22, 2015 the Recreation Committee considered a request my Ms. Hardy to relocate the barriers on the river road at English Park to allow access to the 3-4 picnic tables near the boat launch. The current poles don't prevent vehicles from going to these tables as it can be seen in the attached picture that vehicles drive around the right side of the posts.

Request/Recommendation

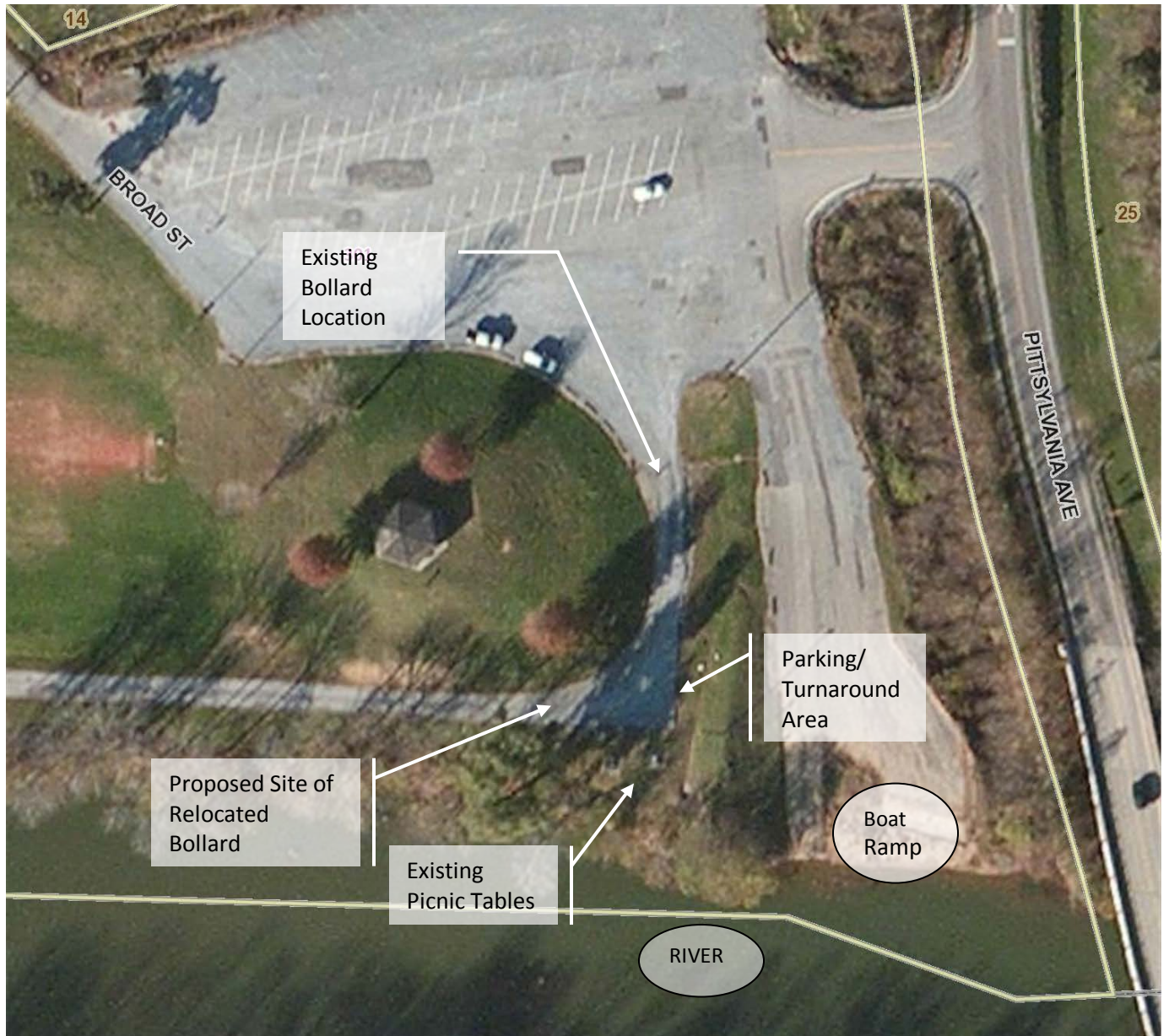
The Recreation Committee voted unanimously in favor of recommending to Town Council approval of the relocation of this barrier as requested.

Additional Information

Town Public Works crew would complete this task if approved by Town Council.

English Park Turn Around

(adjacent to Boat Ramp)





Current location of bollards on English Park pedestrian loop.



Proposed Site of Relocated Bollard (below Gazebo)



Parking/Turnaround Area and Picnic Table Area (River in background)



Parking/Turnaround Area (River/Boat Ramp in background)



Town of Altavista, Virginia Work Session Agenda Form

Meeting Date: August 25, 2015

Agenda Item: Police Residency Incentive

Summary: At the August 11th Town Council meeting, Councilman Emerson indicated that discussion about a Police Residency Incentive has been mentioned for some time and he recommended that an annual incentive of \$2,000 per officer be provided for each officer that resides in the corporate limits of the Town of Altavista, once they have completed the Academy and Field Training. Following discussion, Council decided to refer this item to tonight's Work Session.

I have attached the information that was provided to Council at their June 23rd Work Session, it includes several articles and a sample incentive policy.

Budget/Funding: The cost for implementation of the incentive presented listed in the proposal would be subject to the number of eligible employees. Currently, there are three sworn personnel that live within the town limits.

Legal Evaluation: The Town Attorney will be available to address legal issues.

Attachments: Police Housing Incentive article: Abell Report "Police Housing Incentives"; and Avondale Police Housing Incentive sample (These items are from the June 2015 Town Council Work Session)

Council Recommendations:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
Consensus Poll on Action ____ (Aye) ____ (Nay)

Housing our police in the neighborhoods; An incentive program seeks officers to buy homes in targeted areas

San Diego Union-Tribune - Sunday, March 10, 1996

Author: LORI WEISBERG

The interior decor of James Teer's City Heights home is admittedly Spartan, the living room wall adorned with little more than a prominently placed photograph of his graduating class from the San Diego Police Academy. Hanging over a doorway is a framed sign in Chinese that, translated, means happiness.

No matter that the frills are few and the furnishings sparse, Teer has embarked upon his version of the American dream.

A year out of the academy, the 27-year-old police officer had always hoped to own a home but knew such a major purchase was virtually impossible, especially on his modest income of just \$32,000 a year.

Then he spotted a flier posted at the southeastern division police station where he works, promoting a program directed specifically at police officers like himself. That's when everything changed for Teer.

Dubbed Housing Our Police, the city-sponsored program seeks to marry the goals of homeownership and urban renewal by placing entry-level police officers in the middle of older, inner-city neighborhoods that typically suffer from high crime and resident turnover.

The goal is to attract a total of 15 officers using \$300,000 in funding that is part federal dollars and part money from the city's Housing Trust Fund.

"When I saw that flier, I wanted to jump right into the program," said the soft-spoken Teer, who moved into his three-bedroom home last December with his wife and 5-year-old son. "This is a dream come true. I always did want to have my own house, but there was no way I could afford a house."

What makes homeownership affordable for lower-paid police officers are subsidized silent-second mortgages of up to \$25,000 that require no monthly payments of principal or interest. Offered through the San Diego Housing Commission and Housing Trust Fund, the program provides for a sharing of equity between the city and the home buyers, but if the police officers remain in their homes for 15 years, the equity is theirs to keep.

"We have two program goals at work here -- one is to help people buy a home and the second, to get police officers to move back into town," said Betsy Morris, executive director of the housing commission. "It's not just a low-income housing program."

Peace of mind

Besides targeting police officers, the program also targets neighborhoods, specifically: Barrio Logan, Centre City East, Linda Vista, the Mid-City area, Mountain View, San Ysidro and Mira Mesa.

Those areas also are a part of the city's Livable Neighborhoods program, an ongoing initiative to revitalize and improve city services for some of San Diego's neediest communities.

Officers, however, should not have to feel like they are on duty 24 hours a day by moving into these neighborhoods, stressed Morris. At the same time, she added, they can provide neighborhoods with a sense of security and peace of mind just by virtue of the profession they're in.

"I think it's having someone as a resident of the community who has certain skills," Morris said. "If you hear a loud noise, you and I may hide in the closet, and a police officer may do something more appropriate, be more adept at getting a description or may be good at promoting Neighborhood Watch.

"They're not there because they're on duty but because these skills don't go away once they walk in their front door."

Despite its good intentions, though, the year-old Housing Our Police program so far has placed only one officer and has another in the process -- although not for lack of interest.

Where the housing commission miscalculated was in not taking into account the extra income typically earned by police officers. (The pay for more junior officers generally ranges from \$31,000 to \$36,000 a year, according to a police department spokesman.)

While on paper, the entry-level salaries clearly qualify as low-to-moderate income, frequent police overtime tends to boost the salaries to where they exceed the program limits. (For a family of four, officers can earn no more than \$37,300 to \$46,600 a year.)

That's proved particularly vexing for mortgage lender Harry Jensen, who said he has had a number of officers make inquiries only to learn they earn too much money to qualify.

"We had a lot of police officers call, but the problem is you need a graduate right out of the academy -- as long as they don't have any other income," said Jensen, of Jensen Mortgage Co. "The program came out last year, and I put all that time in to get one deal."

The housing commission is hoping to remedy the problem by bringing into the program

sheriff's deputies, whose pay tends to be slightly less than city police officers.

Another problem that may be dampening interest in the program, observed Jensen and others, is that some of the officers are all too familiar with the neighborhoods being targeted for the program and choose not to move their families into higher-crime areas. As it is, two-thirds of San Diego police officers live outside the city of San Diego, in part, because of lower housing costs farther out.

"I don't know too many officers who would subject their families to the crime," said Garry Collins, president of the San Diego Police Officers Association. "They'd rather rent and never buy a home than subject their families to these neighborhoods.

"We do have officers who live voluntarily in these areas; they were born and raised there. But those cases are few."

Crime prevention

Teer said he had no such reservations about moving into City Heights . Previously a renter in Oak Park, a neighborhood in southeastern San Diego, Teer is aware of the crime problems but also understands the value of homeownership in deterring crime.

Before he moved into the City Heights home he purchased for \$110,000, there was graffiti on the fence across the street and also on a portion of his house. He painted over it, and it has yet to return. Many of the homes in his immediate neighborhood appear to be neatly maintained, but bars on windows are not uncommon.

"People say this is a bad area, but it's not that bad. I know some police officers who don't even want to drive by this area," acknowledged Teer, whose monthly house payments of \$720 are less than the \$800 a month in rent he was previously paying. "I got my car stolen a couple times (when living in Oak Park). If it happens, it happens. You just do things to prevent that.

"I don't think it matters where you live as long as you take care of your neighborhood. This is my house, where I want to stay and make the best of what I have."

Like Teer, officer Jose Perez has no qualms about living in the neighborhoods targeted by Housing Our Police. Currently a renter in the South Bay area, Perez hopes to close escrow on a three-bedroom town house in San Ysidro that he is in the process of buying for \$103,500. He plans to share the condo with his parents.

"It gives people a sense of security when you live there," said Perez, 28. "People know you're an officer and they come up to you and ask you questions even if you're not in uniform. And you can get on community planning groups and show them how to prevent crime and give them some insight on what we see around here."

While tailored to San Diego, Housing Our Police is not an original idea, but is modeled

after similar programs in operation throughout the country, from St. Paul, Minn. to Columbia, S.C.

The Columbia program has been the most successful in placing police in local housing, having provided low-interest loans for 22 officers. Like San Diego's program, Columbia targets lower-income neighborhoods but it allows officers' incomes to be as high as 140 percent of median income. It also requires that the homes that are purchased be in need of substantial renovation.

"One of the first officers in our program moved into a crack house," said Eric Cassell, who oversees the Columbia program. "What we have here are a few blocks here and there that if you put an officer there, you've gone a long way toward stabilizing that block. We're not saying this is a cure-all, but they get involved in their neighborhood."

Caption: 2 PICS

1. Uniform approach: Officer Jose Perez, who works out of the police department's southeastern division, is in the process of qualifying for a city-sponsored loan to purchase a home in San Ysidro. 2. A dream come true: San Diego police Officer James Teer says he couldn't have bought his first home, in City Heights, without the help of a city program geared to entry-level police officers. 1. Union-Tribune / EDUARDO CONTRERAS 2. Union-Tribune / SEAN M. HAFLEY

Edition: 1,2

Section: REAL ESTATE

Page: H-1

Column: STRUCTURING JUSTICE New buildings, programs put changing face on law and order

Index Terms: CRIME ; HOUSING ; NEIGHBORHOODS ; POLICE ; SAN DIEGO

Record Number: UTS1242661

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The Abell Report

What we think about, and what we'd like you to think about

Published as a community service by The Abell Foundation

Police Housing Incentives Could Encourage Police Officers To Move Into Baltimore City—Heightening Prospects For Reducing Crime and Increasing Citizen Satisfaction

Case Studies, Findings, Recommendations

ABELL SALUTES: Job Opportunities Task Force (JOTF) and Its Jump Start Program: “Everybody Can Use A Little Jump Start In Their Life”

At about 5:00 on an afternoon in 2005, Parnell Hall, Jr., a 44-year-old African American, happened to be on the Number 15 bus heading north on Gay Street, when he overheard two passengers talking to one another, “something about,” Parnell would recall years later, “what a “great organization ‘Jump Start’ is.” The speaker went on to say how the organization had got him a job and put him back on his feet. Parnell, a high school dropout and recently released from prison (five years), down on his luck and out of a job, seemingly getting nowhere, was none the less trying – taking classes at several job-training centers – had heard all he needed to hear. He leaped up from his seat and asked the speaker how to get in touch

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by Matt Van Itallie

This study analyzes incentives in place countrywide that are designed to encourage police officers to move into the communities they serve, and the applicability of such incentives to Baltimore City. In the case of Baltimore City, such housing incentives would likely lead to more police officers living in the City, with the implicit promise of reduced crime and increased citizen satisfaction.

Nearly 72 percent of Baltimore Police Department employees working in Baltimore City live outside of it. A greater number of officers live outside of the City than many other large police departments.

Interviews with Baltimore-area stakeholders suggest that it would be popular with residents to have more police officers live in Baltimore City. Although research suggests that many police officers are not interested in living in the City, especially in high-crime neighborhoods, interviews suggest that an increase in housing incentives could result in some officers moving to Baltimore.

For this study, a review of the liter-

ature—from academic, policy, and government sources, as well as news articles and other public websites—was conducted. Research topics included police effectiveness and evaluation, community policing, and housing incentives. From that review (citations on request), potential interviewees were identified and questionnaires developed. Twelve people were interviewed, representing multiple local and national perspectives.

An Explanation of Police Housing Incentives

Police housing incentives are a subset of *employer-assisted housing*, in which employers subsidize housing rentals or home ownership for their workers. *Residency requirements* are an alternative to optional housing incentives for some or all government employees, for reasons of public safety or protecting the city’s tax base. Such a policy was in place, for example, for police officers and firefighters in Washington, DC, and until recently for all public employees in Cleveland. Residency requirements are unpopular with police officers and are not the focus of this study.

There are two main categories of housing incentives: *individual* and *general*. Individual incentives provide specific benefits to a particular employee, such as down-payment assistance. General incentives provide services or support to a group of employees, aiming to make it more likely that employees make a desired housing decision. An example of a general incentive is an information clearinghouse such as a website that provides “one-stop shopping” regarding housing opportunities.

Housing incentives can be targeted at renting or home purchase. Rental incentives are usually utilized by younger employees who have not yet decided whether to buy a home or where to “settle in.” As a result, rental housing incentives may allow these newer employees to “dip their toes” in a new city. Also, because the *immediately incurred* cost of renting a home is much lower than purchasing one, a rental financial incentive will create a larger discount than a home purchase incentive of equal size (e.g., \$1,000 off a \$12,000/year rental is an 8.3 percent reduction, while \$1,000 off a \$250,000 home purchase is 0.4 percent). Home ownership incentives, however, have the advantage of facilitating longer-term commitments to the city. Note, however, that under certain circumstances the *total long-term* cost of renting may be higher than purchasing, for example, during a period when sales prices drop and rents increase.

Department	# of Employees	% of all Employees
Departments with over 500 employees		
Police Department	3459	24%
Fire Department	1702	12%
DPW- Water and Waste Water	1504	10%
HLTH- Health Department	1030	7%
TRANS-Highways	838	6%
DPW-Solid Waste	727	5%
R&P-Recreation	575	4%
Housing & Community Dev	524	4%
Subtotal	10359	71%
All other Departments	4200	29%
Grand Total	14559	100%

Table 1: Comparison of number of employees in large Baltimore City departments (500 or more employees)

Police housing incentives are investments in one particular profession to strengthen a community. Possible benefits might include a decrease in crime, an increase in citizen satisfaction with police, and/or an increase in citizens’ feelings of safety in their neighborhoods. These police-related results can, in turn, improve outcomes for affected cities, such as increases to the total city population.

The Baltimore Police Department (BPD) has a \$360 million budget and 3,459 employees, making it the largest department in the City. These 3,459 police employees represent 24 percent of all city employees. Combined with the other seven city departments with 500 or more employees, these 10,359 employees

comprise 71 percent of all city employees. (Table 1)

Of the 3,459 employees, 28.2 percent (977) live in Baltimore, 62.3 percent (2,155) live in Maryland but not Baltimore, and 9.5 percent (327) live out of state, with some commuting from York, PA.

More members of the BPD live outside of Baltimore City than other large city departments, though at a percentage similar to the Fire Department (63.8 percent for the Fire Department vs. 71.8 percent for the Police Department), another large health and safety-related agency. (Table 2, see page 3)

Police leadership and other elected officials have identified a need for stronger police-community relations

The Abell Report is published quarterly by The Abell Foundation

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The Abell Reports on the Web: www.abell.org

Department	Number, Percent of Employees				% of employees		
	Total	In City	Not In City but in MD	Not in MD	In City	Not In City but in MD	Not in MD
Departments with over 500 employees							
Police Department	3459	977	2155	327	28.2%	62.3%	9.5%
Fire Department	1702	616	902	184	36.2%	53.0%	10.8%
DPW-Water & Waste Water	1504	1035	450	19	68.8%	29.9%	1.3%
HLTH-Health Department	1030	720	263	47	69.9%	25.5%	4.6%
TRANS-Highways	838	618	211	9	73.7%	25.2%	1.1%
DPWU-Solid Waste	727	617	89	21	84.9%	12.2%	2.9%
R&P Recreation	575	471	96	8	81.9%	16.7%	1.4%
Housing & Community Dev	524	378	139	7	72.1%	26.5%	1.3%
Subtotal	10359	5432	4305	622			
Other Departments	4200	2789	1290	121	66.4%	30.7%	2.9%
Total: All City Employees	14559	8221	5595	743	56.5%	38.4%	5.1%

Table 2: Percent of Baltimore City employees living in the City versus other jurisdictions

in Baltimore City. Recent efforts by the BPD include an increase in foot and bike patrols, additional training, and other measures.

Baltimore City Police Housing Relative to Other Jurisdictions

The following chart presents police department residence rates for several selected jurisdictions. It is based on the evidence collected for the report's case studies (Atlanta, Chattanooga, and Detroit), from local jurisdictions, and from other cities identified during the research process (New York).

As the data show, Baltimore's police department local residence rate is higher than Atlanta's, but lower than New York City's, Chattanooga's, and Detroit's—as well as Howard and Anne Arundel counties in the Baltimore region. (Table 3)

Housing in Baltimore

The 2011 Baltimore City Housing Market Typology grouped Baltimore neighborhoods into five primary categories: regional choice, middle-market choice, middle-market stressed, and distressed. This informa-

tion is provided because, as part of the conclusions, a neighborhood-specific strategy is recommended.

In the City, the median house price is \$115,000. This suggests that the “average” house is affordable for purchase in Baltimore City by a police

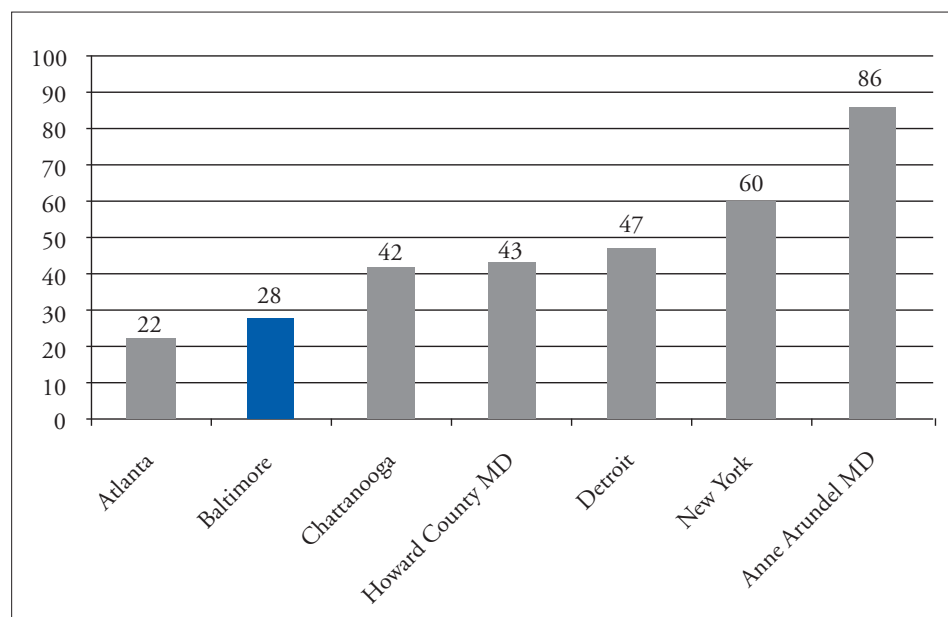


Table 3: Percent of police department living in the City

officer: A salary of \$33,178 is required, which is less than the salary of new recruits.

This finding may explain why housing affordability did not emerge as one of the leading causes expressed in interviews as to why police officers choose not to live in Baltimore City (see “Interview and Research Findings”). However, that does not mean that housing incentives will have no effect on housing “consumption.” Under economic theory, it is possible that a financial incentive may offset other factors, leading to an increase in the number of police officers living in the City.

Housing Incentives in Baltimore

More than 40 housing incentive programs are available to encourage citizens to live in Baltimore City in general and certain neighborhoods in particular. Many are generally available to police officers. They include:

- Home Purchase Loans
- Down Payments and Closing Costs
- Employer-Based Assistance
- Renovation/Rehabilitation Loans and Programs
- Historic Preservation
- Homeowner Tax Incentives

Baltimore also has general housing incentive support, provided by Live Baltimore. This organization provides education and marketing outreach to the public, and works with private-sector and public-sector partners to identify incentives for city living.

Current and Former Police Housing Incentives in Baltimore

There are several current and former police-specific incentive programs in Baltimore City.

Live Baltimore Assistance

This program provides for Live Baltimore staff to meet with newly hired police officers at the Police Academy, in an effort to create a user-friendly setting for the dissemination of information and for the exchange of ideas. Approximately 85 percent of the police officers who attend are in the 21 to 24-year-old, head-of-household category, so they decide where the family should live and are well positioned to act on new information. All new BPD recruits [200 in 2011; 240 estimated for 2012] participate in this program at the Academy.

Housing Fair

In August 2011, the Baltimore Police Department held a housing fair, to provide information to police officers about local housing opportunities. Developers provided information about their developments, and Live Baltimore provided information about housing incentive programs. All police officers were invited to attend, and Police Academy recruits were provided transportation.

This event was recognized as a success: 300 officers attended, a quarter of them requested information in one or more housing programs, and a developer reported very strong interest in some of his properties. Additional events are being planned.

Use of BPD Patrol Car

In the mid-1990s, the Police Department experimented with a program allowing officers who lived in the City to take a patrol car home. The rationale behind this was twofold: (1) there was a financial incentive to police officers, in the form of reduced commuting costs, and (2) having a patrol car on the street was seen as a

crime deterrent in the neighborhoods where officers lived. This program was discontinued due to budget shortfalls and a lack of car availability.

However, programs such as this are not particularly popular with police officers, for several reasons. First, the size of the financial incentive is not seen as largely beneficial. Second, the program is conditional; that is, it may only last for a short period of time and could be canceled due to budget shortfalls. Finally, there is concern that only lower-quality patrol cars will be made available.

“Courtesy Apartments”

Some private apartment-building owners also offer discounts to police officers to live in their buildings in Baltimore City. For example, Goodnow Hill and Franconia apartment buildings in Northeast Baltimore offer discounts to police. Earlier this year, Bayview Management was still looking for five City police officers to live at no cost in their buildings (one per unit, plus two in a larger complex), in exchange for signing a lease addendum in which they agree to “keep an eye out” on the property and report incidents. The exact number of police officers who have taken advantage of this program in Baltimore is not known. Because this information is unavailable leads to a conclusion that this information should be more closely tracked.

There are also similar incentives available in Baltimore County. As part of its “Community Heroes” program, the Fairways apartment complex in Towson, for example, offers health and safety workers discounts on their application fees and deposits, and Baltimore County police officers receive a 5 percent rent reduction.

Baltimore City Employee Program

Baltimore City police officers are eligible to participate in the City's employee assistance program, which offers a \$3,000 home purchase support to city employees living in the city. Over a recent 12-month period, five police officers took advantage of this program.

Good Neighbor Next Door

The US Department of Housing and Urban Development (HUD) offers a Good Neighbor Next Door program, which is available to police officers, health and safety workers, and elementary and secondary teachers. Under this program, single-family home purchasers receive a 50 percent discount. Further, buyers who qualify for an FHA-insured mortgage program must only make a down payment of \$100, and closing costs may be financed. However, only certain homes, in revitalization areas, are eligible. In Baltimore there are 431 such revitalization areas. As a requirement for joining this program, homebuyers must live in the property for at least three years. Nationally, 1,926 units were sold under this program in FY2010.

In Baltimore, five city police officers have taken advantage of this program in the last three years: one in 2009, two in 2010, and two in 2011. This compares to eight teachers (two, three, and three, respectively) who took advantage of the program in Baltimore City over the same time period. These five homes sold to police officers represent just under 1 percent of the 503 homes purchased in Baltimore City from the Federal Housing Administration (FHA) inventory over

the same time period.

These 503 homes are substantially less than the number of newly foreclosed homes in the City: 1,992 homes in 2011; 4,503 in 2010; and 6,138 in 2009.

Police and Teacher Neighborhood Development

A recently announced program involves a six-unit development in between the Remington and Charles Village neighborhoods. Seawall Development Corporation purchased these units with the intention of creating above-market houses to sell to police officers, teachers, and/or firefighters. With funding from The Abell Foundation, the Greater Homewood Community Corporation is also offering forgivable loans to 10 Baltimore City teachers and police officers to encourage the purchase of fully renovated houses in the Remington neighborhood.

Case Studies

A total of six case studies are examined here to further illuminate the potential impact of police housing incentives on Baltimore City. Four of these studies involve police officers in Atlanta; Chattanooga; Washington, DC; and Detroit. A fifth study—of low-income housing incentives in Brown County, WI and St. Joseph County, IN—was chosen because it rigorously measures the economic impact of housing incentives. A sixth, Yale University, illustrates the potential long-term impact of a community-focused housing incentive program.

#1: Atlanta

The Atlanta Police Department offers a comprehensive set of *individual* financial incentive programs as

well as *general* housing assistance aimed at increasing the number of Atlanta police officers living in the city. Some of these programs are public (e.g., housing incentives managed by nonprofit organizations), while others are private (e.g., private real estate developers offering rent discounts). All are administered by the Atlanta Police Foundation (APF), a nonprofit organization.

The goal of these programs is to strengthen the quality of Atlanta, by increasing the number of police officers who live in the city, currently at 22 percent. As Dave Wilkinson, president of the APF, said, "It's a critical part of our strategy to create a safer city—to have police officers living in the city." Wilkinson suggested that more officers living in the city would deter crime, and would encourage police officers to stay with the city police and not take jobs with a suburban police force.

There are two primary components to Atlanta's police housing incentive programs. Part One is a \$1,000 cash incentive per police officer from the APF for relocating to the city. Renters and home purchasers are eligible. In some city neighborhoods, this is matched by an additional \$1,000 or \$2,000, paid for by community-improvement districts.

Part Two includes discounted housing inventory from stakeholders from various sectors of the housing industry (i.e., property managers, community groups, neighborhood developers, etc.). The most common example is a "courtesy unit," which is an apartment unit that a police officer can rent at a discount or no cost. In exchange, the police officer agrees to play a public safety role for the apartment complex in his/her off-duty time

such as serving as a liaison on safety issues. For example, an officer may informally investigate an incident on site; for a serious issue he/she would then call 911. Courtesy units are industry standard practice in Atlanta—most larger apartment complexes (100 units or more) have such a program. These arrangements are seen as a perk for residents: As one observer noted, “[having courtesy units] does something for the perception of safety, and makes residents feel good.”

The Atlanta Police Foundation website lists 11 apartment complexes currently offering a courtesy unit. This effort consists of inventory management, which includes keeping track of available programs and opportunities throughout the city for housing cost reductions (free or discounted units) for police officers; home purchase opportunities; and down-payment assistance programs, as well as other opportunities for which police officers may apply.

The primary audience for the APF’s programs are the new police recruits who are in the process of deciding where to live, and officers who currently live outside of the city who have a desire to live in the city they serve. In fact, the APF begins reaching out to new recruits by offering them hotel discounts in the city while they take their exams. Then the recruits are given information about housing opportunities through individual conversations and a publicly searchable website.

One success story for the APF involves a partnership with Friends of English Avenue, a community organization in an historic neighborhood facing high crime rates. The organiza-

tion spent approximately \$25,000 on renovating a home, which it offered as a no-cost rental to a police officer in exchange for serving as a community liaison, including attending public safety meetings and conducting limited patrols. A police officer and her family (including her husband, who is also a police officer) recently moved into the unit.

In terms of impact, 71 police officers have taken advantage of the cash incentive program since it began back in January 2011, including 61 in 2011 and 10 so far in 2012. This represents 4 percent of the total Atlanta police force staff and 6 percent of the nonresidents. In other words, since 2011, 6 percent of police officers who lived outside of Atlanta have taken advantage of this program.

The yearly cost of the program is \$177,927, which includes housing incentives, staff, and other programmatic expenses, but it does not include additional incentives from community improvement districts, which can range from \$0-2,000 per resident. Funding comes from corporate, foundation, and individual giving; the APF holds fundraising events to attract donors.

The Housing Program Manager for the Atlanta Police Foundation offered these guidelines to cities looking to create or strengthen efforts to have police officers live locally.

- 1) Maintain patience and a long-term point of view, as some police officers are skeptical about living in the city they serve;
- 2) Target marketing efforts on police officers who are “open minded” about living in the city, rather than trying to convince all police officers;
- 3) Collaborate with key partners,

including the decision-makers about housing units, who can offer courtesy units or other discounted financial terms;

- 4) Provide a comprehensive offering and give police officers choices, beyond one type of housing or one geographic area; and
- 5) Provide “one-stop shopping” and bring together multiple resources in one place, to make it easier for police officers to decide to live in the city.

#2: Chattanooga

In February 2012, Chattanooga announced details of a new police housing incentive.

There were several reasons to launch the new program: to increase the number of police officers living in the city, currently at 42 percent; to deter crime in high-crime neighborhoods; to lower the financial cost to officers, who currently are required to pay a higher per-mile fee for using their police cars for commuting if they live outside of the city; and to generally strengthen the city of Chattanooga. As the head of a local housing nonprofit said, in announcing the new program, “All kinds of studies have been done that if a police officer is living in a community, it makes the community safer overall.”

In addition, the city recognized the positive benefits of police officers living locally when they launched a previous police housing incentive program (discussed in more detail below), namely to strengthen community-police relations. According to a city council member, “It also is beneficial because people get to know the officers on a personal basis, and police officers are then not strangers, they’re your friends, they’re your neighbors.”

An editorial in the local newspaper praised the new plans and said the program “benefits officers and their families. It also is a boon to rebounding communities in the heart of the city where an officer in residence can provide a welcome sense of security.”

Details of the three-part plan were released earlier this year. First, the Chattanooga Police Fund for Homeownership was established by city government; the police department; and Chattanooga Neighborhood Enterprise, a housing-related nonprofit. The fund will provide a second forgivable mortgage to lower the cost of homeownership for police officers. This mortgage will provide assistance with down payments and closing costs, and will be provided as a forgivable, five-year loan of up to \$10,000. The budget for this program is \$250,000, with the potential for future increases if the program proves popular.

Second, Chattanooga Neighborhood Enterprise, which is also administering the program, will provide information to police officers about city-living opportunities. Third, additional neighborhood-specific incentives will be available but are still being developed. While the program is open to all officers, it is expected that cadets will be disproportionate users of the program.

The police officers’ response to the current program varied by what was proposed. They were open to incentive programs that, if well structured, could entice younger recruits to move to the city. However, encouraging officers to live in high-crime neighborhoods was viewed with substantial skepticism. As the head of the local police union observed: “They’ve tried

these incentive packages before, and they were to less-than-desirable areas.... No one wants to move to a less-than-desirable part of town.” In starker terms, he added an analogy for why police officers do not want to “live alongside the criminals they work to put in jail: Lion tamers don’t move into the cage.”

The current proposal has not been finalized yet, so it is too soon to measure its impact. However, *some* officers did take advantage of previous programs, including the “Officer Next Door” program. In the late 1990s, Chattanooga provided neighborhood-specific incentives to police officers to specifically encourage them to live in higher-crime neighborhoods. This HUD-backed program helped secure discount mortgage rates in HUD homes. The city also offered take-home patrol cars for locally living officers. Also, in 2009, Chattanooga authorized up to \$10,000 in homeownership incentives to police officers who moved to a small number of city neighborhoods that had a perception of being high-crime areas.

#3: Washington, DC

Housing incentives for public employees including police officers are available in Washington, DC. The programs were created in part out of concern that an insufficient number of DC police officers were living in the city. In 1995, for example, when one of the programs was created, two-thirds of the Metropolitan Police Department (MPD) officers lived outside of DC, disproportionately more than the half of all city employees who lived outside of the city. In addition, private real estate owners looked favorably upon police officers living in their buildings as a way to encourage other

residents to live there as well. As one observer noted, “For property managers..., [housing incentives are] more like an investment. They hope the program will help stem the tide of renters who are so frustrated by crime that they move to the suburbs. ‘We have some buildings in Northeast and Southeast that are completely empty,’ one manager said.”

Housing incentives for employees were also seen as a way to bolster the economic base of the city. During a 1997 discussion of mandatory housing requirements for city employees, a contemporary observer noted, “In the District, part of the problem is that there isn’t a sizable enough middle and professional class working and paying taxes.”

There are three primary types of incentives operating in DC. First, there are *hiring preferences* for officers and selected other city employees, who agree to live in the city for at least five years. Police officer candidates are evaluated more favorably if they reside locally. Specifically, five points are added to the rating and ranking score of each qualified applicant who claims a hiring preference. Candidates must agree to maintain residency for a period of five consecutive years from the effective date of their appointments, or are subject to termination.

Second, *rental discounts*, which offer reduced rent to police officers living in a certain location, are available. The program is named PLUS, Police & Landlords for Unity and Safety, and was created in 1995. Initially available to 50 police officers across the city via private-sector housing units as well as 12 units of public housing (not technically part of PLUS but operating in a similar way), one of the program’s goals was to encourage

police officers who were renting to become homeowners, thus strengthening community ties. As an elected official noted in announcing the program, “This is money in the pocket of officers and puts an officer in a neighborhood where people will love and respect him. That’s a win-win situation for everybody.”

Third, there is a *home purchase program*. The primary purchase program is the Metropolitan Police Housing Assistance Program (MPHAP), one of several Employer-Assisted Housing Programs (EAHP) offered by the city government. In addition to police officers, city workers including teachers, firefighters, and EMTs are also eligible for EAHPs.

While police department *staff* are technically eligible for a second program, the Home Purchase Assistance Program (HPAP), which helps low-to-moderate-income residents purchase a home by providing assistance with down payments and closing costs, police officers are not themselves eligible because their starting salaries exceed the maximum income requirements.

The primary program, MPHAP, offers a series of benefits, including:

- Matching down-payment funds of up to \$1,500 (\$500 for each \$2,500 saved by an employee);
- Single-family home mortgage financing;
- Deferred payment loans of up to \$10,000;
- An income tax credit of \$2,000 in the tax year of the purchase and the four succeeding tax years, subject to eligibility; and
- A property tax credit for five years,

declining from 80 percent in year one to 60 percent in year two, 40 percent in year three, and 20 percent in years four and five.

To be eligible, a police officer must be a full-time employee; be in good professional standing; have worked for the police force for at least one year; be a first-time homebuyer in the District; have at least \$2,500 of personal savings; have sufficient income to afford a mortgage from a private lender; and have a good credit rating.

The MPHAP involves several steps and is administered jointly by several organizations. Applicants must first complete a housing counseling session at one of six preapproved Community-Based Organizations (CBO). Applicants then submit the MPHAP application, which is reviewed by the Greater Washington Urban League (GWUL), a nonprofit social services and civil rights organization that manages 30 programs related to education, employment and training, housing, and community development. In addition to determining eligibility, the GWUL also determines the specific financial assistance amount, which is based on income, down-payment costs, and financing requirements.

#4: Detroit

In February 2011, Detroit announced an ambitious program, Project 14, to increase the number of police officers living in the city, currently at 47 percent. The project’s name is police terminology for “back to normal.”

The rationale for the program was to strengthen neighborhoods: Not only will police officers themselves contribute to the city’s revitalization, but by returning to the city, they make

it more likely that other residents will do so as well. As the Mayor said, in announcing the program, police officers “living in neighborhoods have the potential to deter crime, increase public safety, and improve relations between the community and our sworn officers.” An editorial in favor of the program noted, “[Mayor Dave] Bing is smart to focus on police officers—whose presence won’t just add population but will also increase at least the perception of safety—first in his quest to draw people back to Detroit. For some families, a police officer on the block in a new area might be the difference maker.”

The program—part of Detroit Works Project, a larger citywide plan to consolidate neighborhoods—has two parts. First, 200 homes are available for sale in two neighborhoods at a cost of \$1,000. The neighborhoods were selected “because of their stability, high-performing schools, variety of churches, open space, and recreation centers.” This price is similar to other area homes in need of renovation: In East English Village, one of the selected neighborhoods, many homes are available for between \$1,000 and \$10,000. Officers are required to live in the home and must repay the financial assistance if he/she sells to someone besides another police officer. Second, officers can receive up to \$150,000 for renovation projects.

Funding for the program, up to \$30 million [\$150,000 for 200 homes], comes from federal Neighborhood Stabilization Funds.

Organizations and stakeholders have been supportive of the program’s launch. As the editorial board of the *Detroit Free Press* noted, “Even if the Mayor gets just a handful of officers to take him up on this offer, it moves the

needle—on repopulation, on public safety, and land-use. The houses involved in the program are taxed—reverted properties held by the city. Just getting them occupied is a step forward.” Community residents and neighborhood association members also applauded the move. As William Barlage, the president of the East English Village Neighborhood Association, said, “For our area, it’s nice to have a police officer on the block.... You’ll deter a lot of crime and everything else if you have people on the block in terms of houses being filled again.” One observer, however, noted that the low quality of the Detroit public schools may dissuade many officers from taking advantage of the program.

The initial impact of the program has been small. Six police officers took advantage of the program in the first year, or .11 percent of all police officers who live outside of the city. The Mayor’s office “acknowledged the program started slow” but noted that another “dozen officers and firefighters have signed up to begin the process.”

#5: Brown County, WI, and St. Joseph County, IN

A deep economic analysis of the impact of police housing incentives has not been identified. Some economic analyses have been conducted, however, on housing incentives generally. One particularly well-designed study is summarized here as a case study.

In the early 1980s, the U.S. Department of Housing and Urban Development (HUD) analyzed the effect of Housing Assistance Supply Experiment [HASE], part of the Experimental Housing Allowance

Program [EHAP], in two midwestern locations—Brown County, WI and St. Joseph County, IN—on housing consumption for low-income families.

The study looked at changes in housing consumption that included both the quality (e.g., standards of decency, safety, and sanitation of homes) and the quantity (amount of money spent). Recipients were given a housing allowance conditional on meeting certain standards, including a quality standard for their home. Twenty thousand households were ultimately eligible for the program. The allowance was equivalent to the cost of housing (based on market data analysis) minus 25 percent of household income.

The “bottom line” from this experiment that is relevant to police housing incentives is that well-designed housing incentives can have a positive effect on the desired policy goals. In this case, housing consumption, in terms of budget spent on housing, increased by 8 percent. The quality of housing also increased, as recipients used the vouchers to select higher-quality residences.

#6: Yale University

Yale University is an example of an employee housing incentive program with an 18-year track record. Started in 1994, the program has recently reached a milestone of working with 1,000 families. While not police-specific, this case study demonstrates the potential impact of a city-based housing incentive.

A significant rationale for the program was economic development—to help support New Haven in achieving economic vitality given the university’s role as an anchor institution.

As for the program’s specifics, the Homeownership Initiative created a Homebuyer Program, which provides eligible Yale employees with up to \$30,000 to purchase a home. The current program offers \$5,000 in the first year and then \$2,500 per year for up to 10 years, as long as the employee still works for Yale and lives in that building. Eligible employees are all university staff with permanent jobs that work at least 20 hours a week; employees must agree to own and live in a home in one of several neighborhoods that stretch across the city. Employees must continue to own and live in the home for the duration of the program and remain employed by the University. If employees do not live in the home for at least two years post closing, after committing to the program, they have to reimburse the university for the full amount for any and all payments received.

The project has been recognized as a success. In addition to serving a large number of participants, the university also pointed to citywide outcomes that it believes were achieved in part by the Yale housing program. For example, homes purchased through the program have been estimated at \$175 million relative to a total program cost of \$25 million. A variety of Yale employees have taken advantage of the program: 29 percent are faculty members, 27 percent are management and professional staff, 31 percent are clerical and technical staff, and 13 percent are service and maintenance staff.

The program may also have contributed to stronger “town-gown” relations, as program participants build greater ties with their new communities. As Ryan Wepler, a program recipient and homeowner in the neighborhood of Fair Haven, said,

“We’re now active with our neighbors through the Chatham Square Neighborhood Association. Since we have two fellow Yale homebuyers nearby, the program strengthens bonds inside and outside work.”

Further, realtors “report[ed] that [the housing incentive program] is a factor in making New Haven an even more attractive place to buy for both Yale employees and others.” For example, Yale subsidized house purchases represented 12.5 percent of all residential sales and 14 percent of all sale value in 2010-11. A Yale spokesperson suggested that the housing program has been one of the factors contributing to an economically revived city, as

measured in part by community members who are increasingly active in civic affairs: “There certainly is a much more engaged and thick civic class that you see in New Haven.... This is more a place of choice than it had been.” The number of husband-wife families with young children living in the city has increased 9 percent between 2000 and 2010.

The program, in combination with other education, financial, and real estate investments that Yale has made within New Haven, appears to have contributed to stronger relationships with the city as well. As Mayor John DeStefano, Jr. said at the occasion of the 1,000th house purchase, “The Yale Homebuyer Program is just one example of the many positive

investments Yale University has made in its home town, and the city is better off for it.” In December, the university announced plans to extend the program another two years, to the end of 2013.

Summary of Program Impacts

The following table summarizes the identified impact of several housing programs discussed above. In addition to the intended audience of the program [program type], what the program does [program description], and how many people have participated in the program [program impact], the incentive is compared to the employee’s income. A “small” incentive means that the incentive is a small part of the employee’s income. (Table 4)

Name	Program Type	Program Description	Individual Incentive Size Relative to Income	Program Impact
Atlanta	Police Housing Incentive	Individualized incentives of \$1,000-\$3,000 and housing; individualized incentives in the form of apartment rental discounts; “inventory management” (information sharing).	Small	71 police officers in 14 months (61 in 2011 and 10 so far in 2012) received an individual incentive, representing 4% of all police officers, and 6% of police officers living outside of the city.
Chattanooga	Police Housing Incentive	Individualized incentives up to \$10,000 in loans; general incentives in the form of sharing information about city living; other incentives being considered.	Medium	Not identified yet; program just started; <12 police officers participated in previous program
Detroit	Police Housing Incentive	Individualized incentives of purchasing homes at a cost of \$1,000, and up to \$150,000 for renovation projects	Large	.11%, or 6 police officers in 1 year
Brown County, WI, and St. Joseph County, IN (HUD study)	Low-income families housing vouchers	Voucher equivalent to 75% of (low-income) family income	Large	8% increase in housing consumption (expenditure on housing)
Yale University	Employer assistance housing program	Individualized incentives of up to \$30,000 for home purchase and residence	Large	1,000 families, or approximately 8% of employees, over 19-year program length

Table 4: Summary of housing incentive case studies

Interview and Research Findings

This next section summarizes the major lessons learned from interviews with a range of Baltimore-area stakeholders. Where applicable, findings from other communities are also provided.

“It would be popular to have more police officers live in Baltimore.”

Interviews with a broad range of Baltimore-based stakeholders—including community members, government employees, and housing experts—indicate it would be broadly popular to have more police officers live in Baltimore. This is consistent with the research from other cities.

These sentiments can be grouped into three categories, from broadest support for city living for all to support for police officers in particular. Some interviewees’ comments fit into more than one category.

First, at the broadest level, some Baltimore advocates would welcome *people across all professions* to live in the city to support the tax base and contribute to city life generally. Sample comments in this category include:

- “It would be wonderful if more police officers lived in the city, as well as more people of all types of professions, not just police officers.”
- “It would be good to have as many employees as possible living in the city.”
- “A problem with programs aimed at police officers is that other city employees may complain ‘our work is just as important as theirs is.’”

Second, some expressed interest in a selected range of professions, in particular *city workers* and *health and safe-*

ty workers, including police officers, firefighters, nurses, and EMTs. The common rationale was that these professionals could provide assistance in an emergency situation. Teachers were also identified as a group that should be encouraged to live in the city.

Sample comments include:

- “There are several types of community members who would be valuable to be neighbors—such as nurses, firemen, as well as police. Not clear to me that police are particularly more valuable to a community than other safety workers.”
- “It would be good to have as many city employees as possible living in the city.”

This is consistent with evidence from other cities. A Cleveland resident, for example, interviewed at the time of the rescission of the mandatory residence requirement, reminisced happily about having safety officers living nearby to assist in a power outage.

Third, and most specifically, interviewees expressed particular interest in having *police officers* live in the city or their neighborhood in particular. Sample comments in this category include:

- “It would be good to have more police living in the city. It gives citizens a greater sense of safety. It humanizes police. It helps police understand what citizen concerns really are. It increases police interest in the community, and their affinity, and their investment. Police living locally personalizes people to police, and police to people.”
- “We would expect to see a general crime-deterrence effect of having adults in uniform live in the neighborhood.”

- “If you know police officers better you trust them more. I was recently on jury duty. The judge asked the potential jurors, ‘How many of you think that police officers lie?’ Many jurors raised their hands. If citizens knew police officers personally, because they lived in the city, I think they would have more trust in the police.”
- “A police officer who lives in a neighborhood could be an advocate for public safety for the neighborhood, with more credibility than an average citizen. His voice may carry more clout.”
- “It is good, conceptually, to have police living within the city—but I can understand why many do not.”

Several overlapping rationales were suggested, including:

- Police officers would be more effective at their jobs because they will build trust-based relationships with residents.
- Police officers would have more empathy and understanding toward city residents, and vice versa.
- Neighbors would have a greater sense of security knowing that police officers lived nearby, thus strengthening the neighborhood.
- The presence of a police officer would act as a crime deterrent.

One exception to the positive effects of police officers living in Baltimore involves skepticism among some residents regarding the highest crime neighborhoods. Some observers articulated that in these particular neighborhoods, police-community relationships are frayed, and that police officers living locally would not improve the situation. One observer likened the police-community rela-

tionships in such neighborhoods as “like oil and water.”

Many police officers are not interested in living in Baltimore City, particularly in high-crime neighborhoods.

There is broad consensus that police officers, in Baltimore and elsewhere, have concerns about living in the communities they serve. This is consistent with findings from other communities. The community recognizes this belief as legitimate.

Some of these reasons are *not police-specific*, and involve the quality of schools, levels of crime and perceptions of safety, and affordability of housing/taxes. These are also similar to other communities.

Sample comments in this category are:

- “Cops can’t afford to send their kids to private schools, and many of the public schools aren’t good enough... so cops with children have to move to the county.”
- “For some cops with school-age children, it is not a viable option to afford private school tuition.”
- “Police want to live in a decent neighborhood, like everybody else.”

Other reasons are *police-specific*.

Most fundamentally, police officers recognize that their profession puts themselves and potentially their families at risk. As a result, they prefer to live where they are less likely to have casual, nonprofessional interactions with the public they police.

At the strongest level, this was expressed [by civilians who have spo-

ken with police officers] as a “fear of retribution” against officers and/or their families. This perspective is pervasive, if varied in degree. This perspective is most strongly felt for high-crime neighborhoods.

A second police-specific reason is that city police officers are required to be partially on duty, ready to respond to emergency incidents and armed, while anywhere in the city. While interviewed police officers expressed willingness to serve and support their communities at all times, and provided evidence of off-duty police officers who have done so, they also acknowledged that city living would effectively expand their workday.

▲
There is broad consensus that police officers, in Baltimore and elsewhere, have concerns about living in the communities they serve.
▼

Not only does this skepticism of living in the city appear to be widespread among police officers, but community representatives recognize it as legitimate.

Sample quotes include:

- “There are legitimate reasons for why police officers living in the city would not be an easy sell.”
- “There are very legitimate reasons that police do not live in the city that they work that have nothing to do with schools.”
- “I’m sensitive to that, to police not

wanting to live in the neighborhood where you serve. There’s some validity to that.”

- “There should be a separation between where police work and where they live. In particular if the police officer is very active, and raising a family, he does not want to run into people he’s arrested.”
- “No way will police want to live in a high-crime neighborhood.”
- “If a police officer lives in the city, instead of putting in an eight-hour shift, his phone could be ringing all the time. Seems like extra work for police officers at their expense.”
- “If I were a police officer and lived in the city, I would never get away from policing.”
- “Many police officers never, ever, ever want to live where they work. They may run into people they’ve put in jail. They and their families may get targeted. Safety of family trumps.”

Note that this sentiment is not neighborhood-specific. In other words, police officers are skeptical of living anywhere in the city even apart from the district they currently patrol. This is in part due to the potential of reassignment as well as the assignments that are not neighborhood-specific (e.g., narcotics and undercover).

These comments are consistent with findings in other communities. When Cleveland lifted its requirement that city workers live in the city, for example, “Dozens of police officers at the downtown Justice Center roamed the corridors ... on cell phones, high-fiving each other.... The police patrolmen’s union held a news conference praising the ruling and urging the city to adhere to it.”

It would be popular to increase incentives for police officers to live in Baltimore.

Stakeholders including police officers broadly expressed interest in a police housing incentive for Baltimore police officers. As one interviewee rhetorically asked, and then answered, “What is good about a police officer homeownership incentive program? The goals are good. The program is designed to deter crime.” Another interviewee said, “It’s okay to have a program that encourages police officers to live in the city, but don’t expect a large number of them to do that. Make the program available but have reasonable expectations.”

Police housing incentive programs in other cities have also received public support, including Detroit, New York, and Atlanta.

The only dissenting view from the national literature review came from community activists in Philadelphia who feared that incentives would contribute to gentrification and exclude longstanding residents. This was in response to a neighborhood-specific policy around the University of Pennsylvania.

Conclusions

Providing general and individualized housing incentives to police officers for city living would likely lead to more officers living in Baltimore.

It is likely that a police housing incentive would lead to more police officers living in the city. An analysis of housing incentives—including economic studies of low-income families, and statistics available from other police and nonpolice housing programs—indicates that they can

increase housing consumption. By extension, geographically targeted police housing incentives would increase the number of police officers living locally.

The program effects summarized above can be used to estimate the range of impacts of a police housing incentive in Baltimore.

- An incentive could have little or no effect on housing consumption, as was the case in Detroit and the earlier Chattanooga program.
- An incentive could lead to up to 6 percent of nonresident police officers moving to the city, or 150 officers, as was the case in Atlanta.
- An incentive could lead to up to 8 percent of nonresident police officers moving to the city, or 200 officers, as was the case in New Haven with Yale University employees purchasing homes.

However, the final impact on Baltimore is difficult to predict because it will vary substantially based on economic conditions; geographic density (e.g., the quantity of appealing housing just outside of city limits); housing availability; and other police and general considerations related to city life, described above.

More police officers living in the city could reduce crime and increase citizen satisfaction.

Police officers living locally should lead to some *crime reduction*, as evidenced from national-, city-, and neighborhood-based studies. This could happen primarily through deterrence and better information collection.

- Local living produces the appearance of increased police presence,

by virtue of a police officer using a police vehicle while driving around the neighborhood, or to and from work. As an officer in Atlanta put it, “My presence causes crooks to reconsider stepping into my apartment complex.”

- Residents might be more likely to turn in suspicious activity. As one observer said, “I may not call 911 to share my suspicion, but I could go talk to my neighbor who is a police officer.”
- Living locally may increase residents’ trust with that officer, which may lead to developing a broader or more accurate network of informants.

It should be noted that the deterrent effect from police living locally is likely to be limited to a small geographic area, such as the block on which the police officer lives. One study of the impact of police officers in Buenos Aires, for example, found that crime is only reduced on the same block where the officer is stationed.

Increasing the number of police officers living locally should also increase *citizen satisfaction*, as trust-based relationships are built through more frequent and casual interactions caused by proximity. In this light, police housing incentives are a tactic to help achieve community policing. This would be the case in addition to existing community-policing tactics. For example, if a city has police officers using community-policing tactics on an eight-hour shift, then local living would expand the number of hours per officer performing community policing-related activities. As the National Crime Prevention Council noted, “Community policing generates trust, which leads to effective

communication, which leads to relationship and partnership building, which leads to greater flexibility and range of solutions, which leads to greater success!” [Slightly paraphrased for readability.]

Baltimore should consider several design considerations for future police housing incentives.

Interviews with Baltimore-based and other police officers, housing practitioners, and experts, along with a review of available literature, suggest that several elements should be considered if the city explores expanding police housing incentives.

If any of these initiatives are expanded or pursued, then specific program design and implementation factors should be specifically modeled (i.e., size of incentive, relative cost of housing, publicity and promotion, ease of use, or other factors) to optimize utilization.

First, expand general police housing incentives that connect police officers to housing opportunities.

As noted above, housing incentives can be *individual* (e.g., specific financial assistance to a particular police officer) or *general* (e.g., providing assistance to multiple police officers). The cost of general housing incentives are staff time, marketing materials, and information tools (such as a website that maps available opportunities). Baltimore should consider continuing or expanding the following general housing incentives.

Police Housing Fairs, such as the one recently conducted, should be scheduled to connect BPD staff, especially new recruits, with opportunities

to live in the city.

Additional apartment-building owners should be encouraged to expand “courtesy units” to BPD staff and provide rental units at a discount. The benefit to owners is that they may advertise to other potential residents that police officers live in the building. This information should be comprehensively tracked and shared aggressively with officers.

The focus of the general incentives should be new recruits, as they are most likely to be receptive, but the program should also be open to other officers considering a housing change. The cost of the program, especially during a pilot phase, would be limited to a portion of a program manager’s time.



Police officers living locally should lead to some crime reduction, as evidenced from national-, city-, and neighborhood-based studies.



Second, share information about existing and future police housing incentives more broadly.

Multiple housing incentives already exist, but not all police officers may be aware of every opportunity. Baltimore City should consider the following:

Name a “point person” who is

available to answer all housing-related questions from police officers.

Task that point person with summarizing data on police housing incentives, such as the number of available courtesy apartments and the number of officers taking advantage of that opportunity. This should also include the tracking of relevant information to understand changes over time (e.g., the percentage of new recruits who own vs. rent, in or outside of the City, and the overall allocation of owners vs. renters in the department). This should also include helping police officers make the “rent vs. buy” calculation.

Encourage trusted stakeholders, such as the Fraternal Order of Police, to connect police officers with that point person.

A “one-stop shopping” approach—including the comprehensive collection of available opportunities and distribution of that information in multiple formats (e.g., a website and a “go-to” contact person)—will make it easier for police officers to decide to live in the city. If such a “one-stop shopping” approach is considered, then a potential location for that function could be Live Baltimore, given its current role in encouraging city living.

Third, if individual incentives are considered, target them to “middle” neighborhoods and clustered housing, and explore educational and home improvement assistance.

If individualized housing incentives are pursued, several design elements are recommended to maximize impact.

Incentives should be aimed at middle-market and middle-market stressed neighborhoods to help maintain or strengthen those communities. “Stronger” neighborhoods—regional

choice and middle-market choice—have less need for strengthening, and so the “bang for the buck” would be lower. By contrast, distressed neighborhoods would be unlikely to attract new police officers based on local and national feedback. As one police officer said, “a \$5,000 discount [Vacants to Value program] is not enough to convince me to live [in a stressed neighborhood].”

Also, the City should explore efforts to “cluster” housing incentives, perhaps in conjunction with other health and safety workers and teachers, to increase the likelihood that blocks of homes or apartments will be inhabited by these professionals. Preliminary evidence suggests having fellow professionals living in the neighborhood increases the attractiveness to police officers. Baltimore has already begun to explore these opportunities in collaboration with private-sector developers (e.g., Manekin’s Union Mill property for teachers, and the new Remington/Charles Village project).

Increasing access to quality education options is also a potential obstacle. As noted above, school quality is seen as a barrier to police officers living within a city, not only in Baltimore but also elsewhere in the country. A housing incentive program may consider providing police officers with discounts to private and parochial schools, which are perceived by some to be of higher quality. Another suggested idea was to provide priority access to selected charter schools for police officers’ children.

Finally, housing improvement assistance, such as those that provide favorable terms on loans for home renovations, could be considered, as

they would allow police officers to remain in their homes in the city longer while their families expand, or to otherwise generally improve existing housing stock.

Individualized incentives such as these would be complementary to a police-specific general/inventory management approach described above. For example, a program manager could encourage private-sector developers and owners to provide discounts on rental units in apartment complexes in middle-market and middle-market stressed neighborhoods, and then provide information and community tours to new recruits about those options.

Fourth, look to private-sector contributions to fund the programs.

As noted above, Baltimore City already has several housing incentive programs in effect, some of which are funded by federal, nonprofit, and private-sector sources.

If a police housing incentive is explored, the City should also look to fund these measures through a similar mix of programming. There are two reasons, however, that private-sector sources may be a strong potential

source for funding. The first reason is empirical: In other cities, such as Atlanta, the business community has funded the police housing incentives directly, via stipends to officers in specific neighborhoods. In the Baltimore area, too, discounts on police housing are also provided by private businesses—in particular, the courtesy apartments available in Baltimore City and Baltimore County.

The second reason is theoretical. As noted above, the deterrent effect from police officers living locally is likely to be heavily concentrated in a very small geographic area, such as the block on which the police officer lives. The benefits, then, of a housing incentive could be sufficiently concentrated that businesses may be willing to make an “investment.”

Specifically, the City should consider the following:

- As stated above, encourage apartment-building owners to provide additional “courtesy units” to the BPD staff.
- Encourage other private-sector financial incentives, such as downtown hotel discounts to new recruits who are visiting Baltimore.

Matt Van Itallie is a Baltimore-based management consultant. His work focuses on the intersection of the public and private sectors, including health care, urban education, and technology transfer. Mr. Van Itallie served as Chief Accountability Officer at Baltimore City Public Schools and as the Regional Director, Growth and Sustainability, at KIPP Foundation. Previously, he served as Management Consultant at McKinsey and Co. and Public Financial Management, where he served in local, state, and federal governments as well as health-care and financial services organizations. He received his B.A from Swarthmore, and his J.D. from Harvard.

Mr. Van Itallie’s full report can be accessed on The Abell Foundation’s website: www.abell.org.

ABELL SALUTES

continued from page 1

with Jump Start, a program offered by Job Opportunities Task Force. The next day, he did, at Our Daily Bread, located at 725 Fallsway.

Parnell was accepted into the program and started attending classes, two nights a week, Mondays and Wednesdays, at 1212 North Wolfe Street. Kate McShane, placement director of apprenticeship at JOTF says, “Parnell had a wonderful attitude. He worked hard and accomplished much. He was a perfect student. He learned construction safety, and became certified in first aid and CPR and certain skills one needs to learn, to work in the construction trades. He graduated in August 2011. We got him a job with Cross Street Partners, at Tide Point. In his job, he is basically involved in property maintenance. He makes \$13.39 an hour.

“His story is one of our best success stories – we have a lot of them.”

* * *

The mission of the Job Opportunities Task Force is to develop and advocate policies and programs to increase the skills, job opportunities, and incomes of low-skill, low-income workers and job seekers. According to its literature: “We seek to integrate workforce development with economic and community development, and to respond to the workforce needs of both employers and job seekers. We bring together various components of the workforce system – employers, workers, job seekers, educators, trainers, service providers, public administrators, and policymakers – to identify what works, what needs to be changed, and how to improve outcomes.”

JOTF’s most intensive efforts

have been within the construction industry, to help low-income workers obtain entry-level construction jobs and give them the skills to enter apprenticeships. The 13-week hands-on training program, started in January 2006, has trained approximately 400 low-income residents, and has achieved an 80 percent placement rate. Employed graduates have experienced a 60 percent wage gain in the first year after graduation. In addition to the construction-specific training, graduates receive free driver’s education, assistance obtaining a driver’s license and car through Vehicles for Change for those who have obtained employment. Cost per trainee is \$4,000. JumpStart is only open to Baltimore City residents who have a high school diploma or GED, and prospective students must pass a math test to ensure that participants enter the training with enough basic math skills to successfully complete training.

The mission of the JOTF is to develop and advocate policies and programs to increase skills, job opportunities, incomes of low-skill, low-income workers and job seekers.

JOTF played an active advocacy role in the passage of three bills this year in the Maryland General Assembly, all designed to support increased opportunity for employment:

Driver’s Licensing Requirements for Adults. A bill to reduce barriers to driver’s licensing for working adults was signed by Governor O’Malley on May 2, 2012. Until now, Maryland

was the only state in the nation to require new drivers of all ages to complete the same onerous education and practice requirements, creating tremendous barriers to mobility and employment for low-income adults. Under the new law, for adults 25 and older the 60-hour practice rule will be reduced to 14 hours and the time for holding a provisional license will drop from 9 months to 45 days. **Transportation Funding for Job Training.** As a member of the state’s Fair Development Campaign, JOTF was actively engaged in advocating for legislation to require the Maryland Department of Transportation to dedicate one-half of 1 percent of federal transportation funds to workforce training. With the bill’s passage, Maryland will become the second state in the nation to permanently commit the .5% to job training and to ensure ongoing monitoring of the spending. **Child Support Suspension for Incarcerated Obligor.** When the new law takes effect, individuals who are sentenced to at least 18 consecutive months of imprisonment and do not have the financial capacity to pay will have their child support order automatically suspended upon incarceration.

* * *

Today, Parnell Hall is a productive and responsible citizen – and comfortable in his new life. He says, “I have a good job, with a future. I have a new wife. We have a home of our own. We live in a nice neighborhood, on Bayonne Avenue. We have a car. I am a happy man. And, I know, I owe it all to Jump Start.” And then, to underscore his understanding of his good fortune, he says with a wink, “Everybody can use a little jump start in their life.”

Parnell had caught the right bus.

Avondale Police Housing Incentive Program

Summary

The Avondale Police Housing Incentive Program will provide \$20,000 to sworn Avondale police officers and sergeants toward the purchase of a home in Avondale. The program is designed to provide an incentive for Avondale police officers and sergeants to live in Avondale and stay with the Avondale police force. The home must be an existing single family residence used as the primary residence and not used as a rental property or for other family members. New construction is not eligible. The funds are provided for down-payment and closing costs toward the purchase at the time of closing. There is no limit to the price of home that can be purchased as long as the home is within Avondale city limits, and the home is affordable to the homebuyer. The program will be administered by the Neighborhood and Family Services Department (NFSD).

Eligibility

Any Avondale police officer or sergeant is eligible if the officer:

- Has completed their probationary period;
- Does not own another home in Avondale;
- Can qualify for a home mortgage;
- Can provide personal funds (not a gift) of 1% or 1^{1/2}% of the purchase price depending on mortgage requirements.

New officers on probation with an interest in this program will be placed on a preliminary eligibility list with final eligibility contingent upon the completion of mandatory employee probationary period. During the probationary period the officer can complete the homebuyer class and become pre-qualified for a mortgage. Funds will be available for a home purchase on the date the new officer successfully completes probation.

Retention Requirement

The \$20,000 will be amortized or “paid off” over 5 years at a rate of 20 percent annually as long as the officer/sergeant remains employed with Avondale as a sworn Police employee. If employment is severed with the City of Avondale Police Department prior to 5 years, the prorated balance of funds would be payable back to the City. If employment is severed with the City after 5 years of service, no funds would be owed to the City.

The funds will likely be considered taxable by the Internal Revenue Service (IRS). The City cannot provide tax advice and program participants are encouraged to seek advice on the tax implications of their program participation.

At the homebuyer's option, the funds may be accepted as a loan due upon sale. If this option is selected, the funds would be secured as a lien on the property and would be due upon sale of the home. With this option, the funds would be a loan with no payments required or interest accrued prior to sale of the home and likely would not be considered taxable by the IRS.

Homebuyer Education

Applicants will be required to complete a homebuyer education class and use the designated lender(s) in order to access the program. Any applicants who do not qualify for a mortgage will have access to homebuyer counseling to assist them in becoming mortgage ready.

Homebuyer Contribution

Homebuyers will be required to contribute their own funds toward the purchase of the home, depending on the type of home mortgage utilized. Buyer funds are required to be personal funds and cannot be from a gift. For Federal Housing Administration (FHA) loans, a minimum of 1 ½ % of the purchase price will be required from the buyer's funds. For conventional loans, a minimum of 1% of the purchase price will be required from the buyer's funds. This amount is subject to change depending on FHA and lender requirements.

Affordability

Any home purchased must be considered affordable to the buyer. The buyer's debt to income ratios may not exceed 30%/41% or the ratios required by the lending institution, whichever is lower. This means that the mortgage payments cannot be more 30% of the buyer's gross annual income, and the buyer's mortgage payments plus other debt cannot be more than 41% of gross annual income. The Neighborhood & Family Services Department will assist program participants in determining this amount.

Lien Release Schedule

The \$20,000 will be secured against the property with a Deed of Trust which will secure the lien for the program funds. In the event the officer/sergeant separates from the City or is terminated, the remaining balance is re-paid to the City without interest. After five years of service from the date of purchase, the lien will be fully released.

The City Manager will have full discretion to release any lien resulting from the Police Retention Program Funds in the event of death or other unfortunate circumstance.

Fund Reservation

After completion of the application with the Neighborhood & Family Services Department, the participating officer/sergeant will be required to complete the one-day homebuyer education class and become pre-qualified for a mortgage with a participating lending institution. Funds will be reserved for the participating officer/sergeant from the point of application. The officer/sergeant will be required to enter into a purchase contract within 90 days of completing the homebuyer class. This time period can be extended in 30 day increments.

Conditions

Current home owners in any community cannot “walk away” from their existing home mortgage and must certify that they will continue to remain current on the mortgage of their current home. Current Avondale homeowners must close a sale on their Avondale home prior to purchasing under this program.

Participants must certify that the home will remain their primary residence for the required five-year period. Periodically, this residency will be verified.

Disclaimer

The City of Avondale reserves the right to modify any of the program requirements.



Town of Altavista, Virginia Work Session Agenda Form

Meeting Date: August 25, 2015

Agenda Item: Delinquent Tax List

Summary: Per the attached memorandum, the Town Treasurer outlines the process for addressing the list of delinquent taxpayers.

In the past Council has adopted motions that:

- Published the list in the Altavista Journal, with the cost prorated to the delinquent taxpayers, upon payment.
- Allowed write offs of deceased individuals
- Allowed write offs of bills under \$20.00
- Allowed write offs of delinquent taxes of 2010

If Council is in agreement with these items, staff can present the appropriate motions for your consideration at your September 8th Regular Meeting.

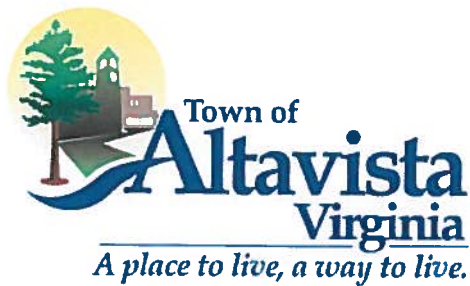
Budget/Funding: The cost of the ad which would be recouped by prorating the cost to the delinquent taxpayer.

Legal Evaluation: The Town Attorney will be available to address legal issues.

Attachments: Memo from Town Treasurer with Delinquent Taxpayer lists.

Council Recommendations:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
Consensus Poll on Action ____ (Aye) ____ (Nay)



TO: Mayor Mattox and Members of Council

FROM: Tobie Shelton

DATE: August 21, 2015

RE: Submission to Town Council of Delinquent Taxpayers Section 70-3 of the Town Code

Attached for your review is a listing of delinquent taxpayers I am required to submit annually to the Town Council as defined by Section 70-3 of the Code of the Town of Altavista. Section 70-3 is as follows:

- a. The treasurer, after ascertaining which of the taxes and levies assessed at any time in the town have not been collected, shall, within 60 days of the end of the fiscal year, make out lists as follows:
 1. A list of real estate on the land book of the county commissioner of the revenue improperly placed thereon or not ascertainable, with the amount of taxes charged thereon.
 2. A list of other real estate which is delinquent for the nonpayment of the taxes thereon. This list shall not include any taxes listed under subsection (a) (4) or (5) of this section.
 3. A list of such of the taxes assessed on tangible personal property, machinery and tools and merchants' capital, and other subjects of local taxation, other than real estate, as he was unable to collect which are delinquent. This list shall not include any taxes listed under subsection (a) (4) or (5) of this section.
 4. A list of the uncollected taxes amounting to less than \$20.00 each for which no bills were sent under Code of Virginia, § 58.1-3912.
 5. A list of uncollected balances of previously billed taxes amounting to less than \$20.00 each as to which the treasurer has determined that the costs of

collecting such balances would exceed the amount recoverable, provided that the treasurer shall not include on such list any balance with respect to which he or she has reason to believe that the taxpayer has purposely paid less than the amount due and owing.

Final notices have been mailed to all individuals advising action to be taken if taxes were not paid within our deadlines. My letter advised their names and amounts due would be published in the Altavista Journal and possible legal action taken by the Town. Such legal action includes authorizing the Department of Motor Vehicles to withhold registration of all vehicles owned and/or co-owned by the taxpayer until their debt has been cleared otherwise submitting a claim to the Department of Taxation's Integrated Revenue Management System (IRMS) to withhold the delinquent tax from revenue taxpayers may receive from the Department of Accounts through tax returns or lottery winnings.

Section 70-4(c) and (d) require Council's approval to advertise the listing of delinquent taxpayers in the local newspaper. This is an effective tool helping reduce the outstanding delinquent taxes and again this year I am requesting permission to advertise in late October or early November. This schedule would allow us to publicly announce our intentions to advertise and provide a time frame for delinquent taxpayers to resolve past due taxes before advertising in the local newspaper.

I respectfully request your approval to advertise in the Altavista Journal as noted above. Additionally, request the approval to write-off the amounts under \$20.00, past due taxes for deceased individuals, and the 2010 personal property taxes due to statute of limitations making it difficult for us to collect.

Thank you.

Sec. 70-4. - Delinquent lists submitted to council; publication of lists.

- (a) A copy of each of the five lists mentioned in section 70-3(a) shall be submitted by the treasurer to the town council. Such lists shall be submitted at the first meeting of the town council held after the treasurer has completed the lists.
- (b) The treasurer may, or shall, at the direction of the council, certify to the county commissioner of the revenue a copy of the list of real estate on the commissioner's land book improperly placed thereon or not ascertainable. The commissioner of the revenue shall correct his or her land book accordingly. The treasurer shall be given credit for the entire amount of the taxes included in the list and may destroy the tax tickets made out by him or her for such taxes. The treasurer shall be given credit for all taxes shown on the list mentioned in section 70-3(a)(4) and (5) and for obligations discharged in bankruptcy as described in section 70-3
- (c) The town council may cause the lists mentioned in section 70-3(a)(2) and (3), or such parts thereof as deemed advisable by the treasurer, to be published at least once in a newspaper in the town, but if there is no newspaper published in the town, then in some newspaper having general circulation therein or in handbills to be posted generally throughout the town, and at the front door of the courthouse thereof for a period of 30 days.
- (d) The publication costs shall be paid for by funds allocated for that purpose by the town council, and shall be charged to the delinquent taxpayers listed. The sum payable by each delinquent taxpayer shall be determined by dividing the total publication costs incurred per 30-day period, by the number of delinquent taxpayers listed per 30-day period.

(Code 1968, § 2-3.1(C))

State law reference— Similar provisions, Code of Virginia, § 58.1-3924.

**TOWN OF ALTAVISTA
DELINQUENT PERSONAL PROPERTY TAXES
DECEASED INDIVIDUALS**

August 19, 2015

(Recommended write-off)

<u>TAXPAYER NAME</u>	<u>TAX ROLL NUMBER</u>	<u>TAX AMOUNT</u>
Dews, Stephanie	various	\$ 128.70
Harrison, Barbara	various	\$ 56.97
Kershner, Darl	63013	\$ 46.25
Mays, Thurmond	12992	\$ 40.15
Mays, Virginia	12996	\$ 19.25
McCluster, Lafe	58959	\$ 47.68
Pannell, Harry Jerome	various	\$ 66.78
Pannell, John E	various	\$ 230.27
Payne, Herman William	17102	\$ 17.60
Pingilley, Joshua Curtis	66237	\$ 33.41
Ransom, Herbert Otey	60065	\$ 44.43
Walter Myers Estate	various	\$ 50.05
	TOTAL	\$ 781.54

**TOWN OF ALTAVISTA
DELINQUENT PERSONAL PROPERTY TAXES
UNDER \$20.00**

August 19, 2015

(Recommended write-off)

<u>TAXPAYER NAME</u>	<u>TAX ROLL NUMBER</u>	<u>TAX AMOUNT</u>
Andrews, Preston	10736	\$ 3.42
Markins, Jacqueline	61649	\$ 4.35
Moon, Carroll Wayne	55971	\$ 1.67
Motley, La Mancha	64699	\$ 3.15
Northern Leasing Systems	16834	\$ 2.79
Ridgeway, Lorie	61409	<u>\$ 2.35</u>
	TOTAL	\$ 14.31

**TOWN OF ALTAVISTA
DELINQUENT REAL ESTATE TAXES
August 19, 2015**

<u>TAXPAYER NAME</u>	<u>TAX ROLL NUMBER</u>		<u>TAX AMOUNT</u>
1634 Melinda Dr	46041	\$	748.51
Annas, Richard & Deborah	44571	\$	311.85
Ashwell, William & Gracie	44623	\$	49.00
Austin, Terry L	47079	\$	175.88
Bell, Billy Joe	44679	\$	206.98
Brown, Dena L	47245	\$	3.39
Camden Alta Vista Assoc	54331	\$	657.26
Camden Alta Vista Assoc	54333	\$	6,632.44
Clark, Lillian	45043	\$	266.87
Coleman, Dorella	45119	\$	162.10
Cook, Frances D	45173	\$	24.33
Crider, Deborah W	45259	\$	147.16
Davis, Kathy	44585	\$	20.28
Delappe, Janet B	47505	\$	12.91
Devon Mobile Communications	48543	\$	115.20
Dickinson, Brian E	45253	\$	769.88
Fox, Percy & Katherine	45755	\$	177.41
Fox, Percy & Katherine	45757	\$	21.12
George B Tribble LLC	44627	\$	280.64
Gill, Deedee	45727	\$	139.23
Gregory, Marcellus Preston	45927	\$	468.89
Hall, David	45961	\$	84.82
Hall, David	45963	\$	84.82
Hamer, Jeston	46557	\$	289.11
Hamlett, Charlotte	45991	\$	94.28
Harris, Gene & Charlene	46019	\$	137.25
Harris, Joshua & Stephanie	46015	\$	138.55
Haskins, John B	46031	\$	33.69
Haskins, John B	46033	\$	33.69
Haskins, John B	46535	\$	294.20
Interstate Mortgage Corp	46681	\$	876.05
Kershner, Darl & Shirley (Kevin)	46363	\$	109.98
Minnis, Earl & Odessa	46745	\$	107.05
Minnis J F Estate	46749	\$	16.22
Monroe Enterprises Inc	46797	\$	404.16
Nichols, Patsy T	46969	\$	25.34
Pannell, John & Katie	169	\$	160.51
Payne, Cindy L	47055	\$	162.88
Perkins, Michael Brandon	47101	\$	119.63
Reynolds, Donna	45511	\$	100.53
Schon, Julianna Hubbard	46177	\$	14.78
Stepney, Clinton & Jeannette	47743	\$	206.82
Thacker, Christopher K/Janet	47853	\$	611.20
Thomasville Retail	46411	\$	195.75

Trent, Curtis & Brenda	47941	\$	160.67
Tucker, Merri Cynthia	47963	\$	28.22
Tweedy, William H	48299	\$	20.28
Wright, John & Yvonne	48285	\$	20.11
Wright, John & Yvonne	48287	\$	5.21
Wright, John & Yvonne	48289	\$	<u>25.34</u>
	TOTAL	\$	15,203.96

**TOWN OF ALTAVISTA
DELINQUENT REAL ESTATE TAXES
AUGUST 19, 2015
UNDER \$20.00**

TAXPAYER NAME

TAX ROLL NUMBER

TAX AMOUNT

None to report

TOWN OF ALTAVISTA
DELINQUENT PERSONAL PROPERTY TAXES
August 19, 2015

<u>TAXPAYER NAME</u>	<u>TAX ROLL NUMBER</u>		<u>TAX AMOUNT</u>
Adams, Angela Doreatha	61609	\$	27.66
Adventure Entertainment Inc	16962	\$	356.19
Alexander, Vernon Louis	62225	\$	46.25
Andrews, Quentin Blaine	63481	\$	17.60
Andrews, Shannon Leigh	63453	\$	49.74
Annas, Deborah David	60569	\$	42.52
Annas, Deborah David	66023	\$	37.63
Annas, Richard Leon	50813	\$	80.30
Anthony, Sharon Laverne	65497	\$	34.13
Anthony, Thomas Julian	15896	\$	80.30
Anthony, Thomas Julian	15898	\$	80.30
Ashwell, Buford Lynn	18132	\$	22.29
Austin, Charles Thomas	57747	\$	12.06
Austin, Charles Thomas	57749	\$	19.25
Austin, Charles Thomas	62473	\$	6.42
Austin-Barnwell, Inge Marie	57825	\$	46.39
Austin-Barnwell, Inge Marie	59527	\$	36.78
Austin-Barnwell, Inge Marie	61063	\$	20.90
Ayers, Florence Marie	64591	\$	29.61
Ayers, Florence Marie	65933	\$	58.39
B & D Auto Sales	64169	\$	117.33
Bank of the West	62873	\$	266.45
Barnes, Terry Davis Jr	66419	\$	27.05
Barnwell, Laquienta	66459	\$	30.53
Barnwell, Laquienta	66461	\$	26.42
Berger, Tina Cook	60493	\$	17.60
Birdsall, Cassandra	66513	\$	53.85
Bogert, Abbey Marie	65051	\$	88.96
Bogert, Kyler Charles	61871	\$	31.67
Bolen, Brenda Jo	66551	\$	38.13
Branzelle, Susan Palmer	61913	\$	45.76
Brees, Robyn Ann	61369	\$	33.72
Brees, Robyn Ann	65775	\$	32.90
Brooks, Phyllis Barbour	59115	\$	44.81
Brooks, Teri Kelly	60135	\$	22.76
Brooks, Teri Kelly	60137	\$	55.58
Brooks, Teri Kelly	63113	\$	62.73
Brooks, Teri Kelly	64703	\$	56.68
Brown, Carolyn Joan	59941	\$	17.60
Brown, Shana Matirs	58659	\$	91.32
Brown, Shana Matirs	58661	\$	80.30
Brown, Shana Matirs	58663	\$	80.30
Brown, Virginia Catherine	61825	\$	31.95
Bruce, Jonathon Markey	66043	\$	17.60
Brumfield, Candace Nicole	62105	\$	41.36

Brumfield, Candace Nicole	64957	\$	36.85
Brumfield, Candace Nicole	64959	\$	69.36
Brumfield, Jonathan Wayne	53701	\$	22.55
Brumfield, Jonathan Wayne	53703	\$	22.55
Burgess, Benjamin K	65741	\$	53.43
Butler, Frances Davis	61081	\$	17.60
Cadogan, Brandon Andrew	59031	\$	62.70
Cadogan, Tyrone Jerome	58785	\$	43.45
Callands, Kenneth Lewis	66135	\$	54.98
Canada, Kris Antino	63769	\$	60.23
Canada, Kris Antino	65053	\$	17.83
Canada, Tallulla L	59549	\$	62.70
Cassidy, Michael Shawn	66391	\$	43.06
Cassidy, Michael Shawn	66393	\$	17.60
Castillo, Isidro	60345	\$	91.03
Catron, Jamie Lynn	60181	\$	28.48
Catron, Jamie Lynn	63163	\$	26.02
Chambers, Gregory Paul	64995	\$	19.25
Chambers, Gregory Paul	64997	\$	19.25
Chapman, Andrea G	20128	\$	44.30
Chapman, Andrea G	61087	\$	62.15
Chapman, Andrea G	65519	\$	46.25
Chauncey F Hutter Inc	51693	\$	118.53
CHMI Inc/I Love NY Pizza	63871	\$	11.73
CJL Enterprises Inc	59093	\$	142.23
Clark, Crystal Jenell	66287	\$	48.71
Clerval, Dennis Martin Jr	66647	\$	17.60
Coffer, Angela Brandi	64849	\$	28.61
Coffer, Angela Brandi	66123	\$	27.24
Cole, Linda Ann	64845	\$	17.60
Cole, Vincent Ethan	65173	\$	17.60
Cole, Vincent Ethan	65175	\$	27.11
Coles, Carrissa Tscharner	60313	\$	52.06
Coles, Carrissa Tscharner	62107	\$	33.34
Cook, Anthony McCory	63193	\$	17.60
Cook, Anthony McCory	64771	\$	29.61
Cook, Donnell Preston 3rd	59137	\$	65.08
Cook, Donnell Preston 3rd	64853	\$	43.15
Cook, Donnell Preston 3rd	66127	\$	27.66
Crider, Shamica Nicole	60393	\$	42.24
Cummings, Franklin H	11548	\$	43.45
Dalton, Kenneth Winford	66607	\$	29.21
Davila-Ortiz, Elvia	65077	\$	33.41
Davila-Ortiz, Elvia	66257	\$	50.14
Davis, Blake Taylor	63401	\$	57.75
Davis, Ernestine Marie	66375	\$	17.60
Davis, Jacqueline	63389	\$	28.89
Davis, Jacqueline	66421	\$	37.51
Davis, Jeremy Maurice	63691	\$	57.75
Davis, Jeremy Maurice	63693	\$	99.71
Davis, Karlton L	60307	\$	22.55
Davis, Karlton L	64823	\$	30.80

Davis, Taneshia Leshea	63459	\$	44.70
Davis, Taneshia Leshea	66211	\$	63.50
Deshazor, Ronnie	66487	\$	44.70
Dickerson, Brittany Leschae	61941	\$	119.91
Dominique, Warren Anthonio	65059	\$	17.60
Dominique, Warren Anthonio	65061	\$	17.60
Doss, Michelle Latoya	58509	\$	30.94
Easley, Quintin Matthew	55515	\$	62.70
Elliott, Damaris Darcella	66539	\$	29.82
Elliott, Damaris Darcella	66541	\$	27.97
Elliott, Richard Terrell	62183	\$	21.38
Elliott, William E	62629	\$	60.02
Ellis, Harold	62381	\$	35.38
Ellis, Harold	63303	\$	34.01
Ellis, Harold	63305	\$	38.50
Evans, Yalonda Michelle	62451	\$	32.29
Everhart, Edward Max 3rd	61521	\$	44.81
Everhart, Edward Max 3rd	61523	\$	34.63
Farrar, Leslie Meadows	63655	\$	64.06
Farrell, Marisa Marie	66617	\$	58.77
Farrell, Marisa Marie	66619	\$	46.25
Farrell, Marisa Marie	66621	\$	17.60
Fielder, Eddie Johnson	66107	\$	40.50
Fielder, Eddie Johnson	66109	\$	34.44
Fielder, Wendy Bolen	64735	\$	49.75
Fielder, Wendy Bolen	64737	\$	19.25
Fitzgerald, Linda P	66699	\$	29.92
Ford, Randy	64621	\$	93.14
Fox, Kelly Nichole	59073	\$	31.76
Fox, Kelly Nichole	60347	\$	35.14
Fox, Kelly Nichole	63273	\$	41.01
Fox, Percy L	53067	\$	22.29
Fox, Percy L	57957	\$	22.29
Gabel, Joseph Roy	64837	\$	19.25
Garvin, Dedrick Slayton	62233	\$	33.11
Garvin, Dedrick Slayton	62235	\$	17.60
Giboyeaux, Felicia Jannette	66555	\$	39.47
Giboyeaux, Felicia Jannette	66557	\$	52.10
Giboyeaux, Felicia Jannette	66559	\$	28.89
Gilbert, Sherwood	59823	\$	41.87
Gilbert, Sherwood	59827	\$	22.55
Glass, Michael Doyle	65283	\$	57.16
Goodman, James Robert Jr	56273	\$	37.21
Goodman, James Robert Jr	51719	\$	93.87
Graves, Earl Levar	65929	\$	17.60
Graves, Kiara Marie	66213	\$	39.06
Graves, Lindsey Alphonzo	59183	\$	80.30
Graves, Lucy Mitchell	61699	\$	102.31
Graves, Lucy Mitchell	63161	\$	40.76
Graves, Margaret M	64251	\$	66.17
Graves, Preston Oshea	65105	\$	37.50
Greene, William Henry Jr	66005	\$	34.75

Greene, William Henry Jr	66007	\$	37.10
Gregory, Marcella Pearl	17254	\$	38.12
Gregory, Marcellus Preston	62029	\$	33.41
Gregory, Marcellus Preston	62429	\$	49.63
Gregory, Marcellus Preston	63371	\$	28.06
Hall, Senca Oneil	64729	\$	73.14
Hall, Trevor Wayne	61917	\$	104.75
Hall, Trevor Wayne	63317	\$	86.02
Hall, William Keith	63577	\$	17.60
Hamlett, Charlotte	53085	\$	27.05
Harris, Eugene Allen	66561	\$	17.60
Haynes, Brian Eugene	66689	\$	36.85
Haynes, Brian Eugene	66691	\$	42.03
Hendricks, Terri Lynn	63695	\$	78.13
Hensley, Jason Brian	63713	\$	137.25
Hines, Susan Marie	65233	\$	17.60
Holcombe, Jessica D	62239	\$	79.75
Holcombe, Jessica D	62241	\$	348.86
Holland's Asphalt Sealing	60383	\$	61.05
Hubbard, Robert A Jr	57343	\$	9.98
Hubbard, Robert A Jr	66097	\$	61.55
Hubbard, Robert A Jr	66099	\$	17.60
Hudson, Alicia M	62007	\$	80.77
Hudson, Sarah Elizabeth	58569	\$	94.82
Hudson, Sarah Elizabeth	61673	\$	191.13
Hunt, Josh L	66693	\$	89.26
Hunt, Shanna Nicole	63789	\$	34.28
Hunt, Shanna Nicole	65323	\$	30.57
Hunt, Shanna Nicole	66407	\$	29.10
Hyman, Jerome Terrill	66339	\$	42.24
Hyman, Jerome Terrill	66341	\$	29.92
Jaudon, Sharlay Lashawn	65039	\$	93.05
Jennings, Denita J	58013	\$	57.34
Jennings, James Junior	64743	\$	19.25
Jennings, Kevin Lee	62035	\$	12.78
Jennings, Kevin Lee	62037	\$	96.70
Johnson, Jeffrey Marlando	66639	\$	49.54
Johnson, John Charles	63441	\$	50.97
Johnson, Sharmia Danielle	60653	\$	87.77
Johnson, Sharmia Danielle	64903	\$	134.65
Jones, Brittney Denise	63461	\$	38.37
Jones, Brittney Denise	64987	\$	37.38
Jones, Corey D	59517	\$	29.61
Jordan, Junior	51257	\$	68.61
Jordan, Junior	58505	\$	57.75
Kershner, Darl K Jr	65147	\$	68.54
Kershner, Darl K Jr	63013	\$	46.25
Kershner, Kevin Ray	63385	\$	17.60
Kershner, Kevin Ray	66191	\$	17.60
Kidd, Corey Blaine	63313	\$	17.60
Kidd, Corey Blaine	66153	\$	17.60
King, Mary Rosenberger	63253	\$	59.90

Klekotka, Teresa Lynn	66609	\$	17.60
Klemm, Adam Robert	65125	\$	17.60
Lee, Todd Wayne	62301	\$	59.90
Lee-Peerman, Twyla	64803	\$	45.94
Lewis, Joshawa Dale	64555	\$	29.53
Little, David Malcolm	60535	\$	24.63
Little, David Malcolm	60537	\$	41.87
Lomotey, Michael	66499	\$	66.38
Lomotey, Michael	66501	\$	17.60
Lovelace, Victoria Denise	64778	\$	17.60
Mahoney, Richard	61885	\$	78.17
Mann, Brittany Nicole	65153	\$	17.60
Marshall, April L	66225	\$	28.28
Martin, Shannon Henry	65829	\$	17.60
Martinez, Raymundo	66529	\$	32.29
Maselli, Karina	63585	\$	44.99
Mattox, Dustin Brice	58957	\$	35.86
Mattox, Dustin Brice	63257	\$	100.72
Mattox, Dustin Brice	66119	\$	42.44
Mays, Thurmond	12992	\$	40.15
Mays, Virginia	12996	\$	19.25
McCuen, Teresa Anders	62133	\$	55.49
McCuen, Teresa Anders	64861	\$	54.88
McDaniel, Robert W	62521	\$	32.43
Melvin, Shannon Charisse	65983	\$	68.12
Miller, Charles Joseph	60183	\$	31.72
Miller, Charles Joseph	61705	\$	40.15
Miller, Charles Joseph	61707	\$	19.25
Miller, Sheryl Laverne	64601	\$	29.92
Miller, Sheryl Laverne	65953	\$	63.80
Miracle Outreach Deliverance	56841	\$	69.23
Mitchell, Renita Latoya	66039	\$	74.47
Mlynarczyk, Thomas Andrew	63467	\$	42.08
Monroe, Harold E	15250	\$	43.45
Monroe, Harold E	15252	\$	43.45
Moon, Cindy A	13144	\$	17.60
Moon, Frenzella C	64527	\$	17.60
Moon, Kenneth Clyde Jr	61025	\$	17.74
Moon, Kenneth Clyde Jr	61483	\$	33.21
Moon, Ranata Cheronne	59107	\$	29.00
Moon, Ricco O'Neal	66409	\$	17.60
Moore, Heather Ann	66215	\$	27.97
Moore, Heather Ann	66217	\$	17.60
Moore, James Albert Jr	60111	\$	12.78
Moore, James Albert Jr	60789	\$	24.05
Moore, Kasha Marie	66155	\$	81.57
Moorefield, Merle Giles	64693	\$	54.35
Moorman, Daisy Laurene	59109	\$	114.79
Moorman, Darrell Lee	64969	\$	29.92
Mooreland, Jessica Desiree	64989	\$	52.92
Morris, Rita Ann	63615	\$	34.44
Myers, Angela Eloise	20752	\$	29.00

Myers, Deandre Marcus	65205	\$	46.74
Myers, Franklin Deron	63703	\$	59.91
Myers, Franklin Deron	66239	\$	52.10
Myers, Iuwanti Kendra	63205	\$	103.47
Myers, Iuwanti Kendra	64777	\$	36.69
Myers, Iuwanti Kendra	66071	\$	35.26
Myers, Sandy Berger	60407	\$	76.06
Myers, Sandy Berger	62041	\$	74.23
Myers, Sandy Berger	63373	\$	40.50
Myers, Sandy Berger	63375	\$	20.90
Myers, Stevie Clinton	65911	\$	29.92
Nelson, Shawntae P	61927	\$	39.28
Nelson, Shawntae P	64909	\$	34.95
Nelson, Shawntae P	64911	\$	36.46
Nelson, Shawntae P	65243	\$	30.68
Newman, Sherrie Lynn	66267	\$	52.82
Nichols, Christy	49275	\$	35.00
Oliver, Renauldo Sinclair	57157	\$	22.55
Osment, Deann Michele	64435	\$	36.81
Paape, Ronald Charles 2nd	53907	\$	19.25
Padgett, Theresa Ann	60127	\$	37.86
Paggans, Robert William	63009	\$	32.74
Pannell, John E	13402	\$	17.60
Pannell, John E	13406	\$	17.60
Pannell, John E	13412	\$	17.60
Pannell, John E	54777	\$	29.92
Pannell, John E	56365	\$	45.12
Pannell, John E	56373	\$	17.60
Pannell, John E	58079	\$	31.56
Pannell, John E	56365	\$	45.12
Pannell, John E	56373	\$	17.60
Pannell, John E	58079	\$	31.56
Pannell, John E	64329	\$	35.67
Pannell, John E	65639	\$	17.60
Patrick, Dorothy Marie	62737	\$	132.89
Patrick, Dorothy Marie	64335	\$	46.16
Payne, Herman William	17102	\$	17.60
Payne, Jasmine Symone	66365	\$	37.51
Payne, John C	56083	\$	66.76
Payne, John C	62537	\$	57.75
Peerman, Earnstine Michelle	60335	\$	52.92
Pennix, Tammy Evette	63927	\$	30.12
Pennix, Tammy Evette	64899	\$	17.60
Perkins, Michael Brandon	54197	\$	139.63
Perkins, Michael Brandon	61491	\$	9.98
Perkins, Michael Brandon	61493	\$	14.90
Perkins, Michael Brandon	61495	\$	9.98
Perkins, Michael Brandon	61497	\$	17.60
Petty, Philip/Main St Buffet	64009	\$	88.00
Pickett, Tammy Lynn	57471	\$	79.60
Pittman, Kimberly Michelle	62909	\$	65.61
Pittman, Kimberly Michelle	66593	\$	122.61

Plumley, Ashley Dawn	64991	\$	32.49
Power, Annette O	62931	\$	19.25
Power, Annette O	62933	\$	51.90
Power, Jessica Lynn	61829	\$	104.71
Power, Jessica Lynn	63405	\$	116.17
Pritchett, James Edward	53327	\$	80.30
Pryse Enterprises	62385	\$	526.16
Ransom, Herbert Otey	60065	\$	44.43
Reaves, Edwin Tremaine	66653	\$	149.01
Reaves, Edwin Tremaine	66655	\$	17.60
Reddy Ice Corp	63895	\$	40.64
Reynolds, Albert McLinden	64487	\$	19.25
Reynolds, Donna Margaret	63129	\$	37.63
Rice, Kelli Lynn	61747	\$	54.71
Rice, Krystal Lee	61785	\$	46.29
Richardson, Jr David Lee	66697	\$	36.49
Robertson, Lindsey Gayle	65277	\$	19.25
Robinson, Carl Antonio	55539	\$	43.45
Robinson, Carl Antonio	61701	\$	43.56
Robinson, James W 3rd	57473	\$	29.00
Rogers, Joyce Edwards	65923	\$	31.16
Sanitate, Joseph James Jr	60643	\$	57.75
Scott, Kimberley Dawn	65237	\$	32.30
Shelton, Kimberly McDaniel	60605	\$	44.21
Shelton, Michael Jeffrey	62207	\$	43.45
Shelton, Michael Jeffrey	62209	\$	43.45
Shelton, Shanel Denise	53359	\$	80.30
Shelton, Stuart Arthur	59887	\$	80.30
Shields, Dwayne E	10534	\$	71.90
Shields, Jeremy Lynn	56781	\$	80.30
Shields, Jeremy Lynn	56783	\$	90.55
Shields, Jeremy Lynn	63035	\$	35.72
Shields, Jeremy Lynn	65939	\$	17.60
Simpson, Cody Bradley	66667	\$	70.27
Slayton, Raven Sheree	62215	\$	47.27
Smith, Latesha Idell	60511	\$	17.60
Smith, Leah Kate	64951	\$	17.60
Smith, Mitzi Marie	63519	\$	160.53
Smith, Sylvia Cabler	65637	\$	41.74
Smith, Treasia Elizabeth	65041	\$	19.25
Smith, Treasia Elizabeth	65043	\$	37.96
Smith, Treasia Elizabeth	66249	\$	67.78
Speed-Keane, April Renee	61447	\$	109.62
Spradlin, Pauline R	66369	\$	31.67
Stegall, Willie Ben Jr	59961	\$	17.60
Stewart, James Darrell Jr	66613	\$	17.60
Stone, Germaine Monroe	61787	\$	80.30
Stone, Karon Lee	62795	\$	249.52
Stone, Marcus Dean	55977	\$	80.30
Stone, Phillip Anthony Jr	61865	\$	40.15
Stone, Tonya Logwood	61929	\$	32.02
Stone, Tonya Logwood	63323	\$	33.47

Stone, Tonya Logwood	64913	\$	31.95
Stone, Tonya Logwood	64915	\$	33.91
Strouth, Jerry Francis	58445	\$	63.03
Sutphin, Joel Wayne Sr	52729	\$	48.31
Sutphin, Joel Wayne Sr	53225	\$	9.98
Sutphin, Joel Wayne Sr	65711	\$	63.38
Sutphin, Joel Wayne Jr	57127	\$	43.45
Tapp, Wesley Scott	51115	\$	29.92
Tarpley, Demetrius	65207	\$	42.70
Thacker, Ashley Nicole	66417	\$	69.13
Thacker, Janet Scruggs	58467	\$	32.99
Thomas, Adettra A	59417	\$	104.59
Thomas, Danielle Michelle	61743	\$	39.03
Thomas, Vicky L	64529	\$	140.99
Thornhill, Russell L	56459	\$	89.12
Trent, Brenda Marsh	62099	\$	25.72
Trent, Brenda Marsh	64955	\$	17.60
Tucker, Angela Eloise Myers	55949	\$	41.93
Tucker, Gloria Dalton	55061	\$	116.14
Tucker, Marvalin	66573	\$	32.17
Tucker, Marvalin	66575	\$	28.48
Tucker, Marvalin	66577	\$	38.86
Tucker, Raven	66509	\$	30.74
Tucker, Raven	66511	\$	38.86
Tucker, Shirley Mae	60467	\$	65.86
Tweedy, Patrick H	14450	\$	234.67
United Telephone of Ohio	62147	\$	199.10
Unroe, Judith	59509	\$	35.38
Unroe, Judith	61051	\$	88.60
Vaughn, Whitney	65267	\$	5.54
Vaughn, Whitney	65269	\$	31.15
Vennable, Shanice Alicia	66599	\$	71.50
Wade, Joshua Allan	60119	\$	22.55
Wade, Joshua Allan	60121	\$	35.64
Wade, Joshua Allan	60123	\$	62.70
Wade, Joshua Allan	60125	\$	22.55
Wade, Joshua Allan	61627	\$	35.64
Wade, Joshua Allan	64675	\$	67.35
Waller, Christopher Lee	63521	\$	45.66
Waller, James Alvin	14508	\$	37.41
Waller, James Alvin	62817	\$	45.31
Waller, Karrissa Reshod	66323	\$	17.60
Waller, Kerry Wayne	59881	\$	31.16
Waller, Kerry Wayne	59883	\$	17.60
Waller, Kerry Wayne	64475	\$	30.12
Waller, Kerry Wayne	65813	\$	49.63
Waller, Tracy Johnathon Jr	61985	\$	22.55
Ward, Samuel Michael	66615	\$	38.95
White, Tammie Lynn	60667	\$	83.67
White, Tammie Lynn	60669	\$	80.77
White, Tammie Lynn	60671	\$	62.07
Whiteside, Joanne Brown	60351	\$	49.77

Whitley, Kayla Elizabeth	65025	\$	44.30
Whitley, Kayla Elizabeth	66355	\$	60.42
Williams, Sandy Michelle	63235	\$	44.19
Wilmouth, Lisa Gail	64773	\$	99.52
Wilson, Billie Ruth	62995	\$	33.21
Wimbush, Erika Denise	61863	\$	82.15
Witt, Rhonda Shelton	63131	\$	36.78
Womack, Stephanie Ann	62017	\$	53.20
Woodruff, Sharon Elizabeth	58453	\$	43.08
Woodruff, Sharon Elizabeth	64611	\$	19.25
Woods, Jessica Ann	60289	\$	85.87
Woods, Jessica Ann	61823	\$	41.36
Wright, Ashley RYanne	61861	\$	44.07
Younger, Donnie Lynn	66695	\$	25.91
Younger, Jeremy Jermaine	61989	\$	49.51
	TOTAL	\$	20,940.66

**TOWN OF ALTAVISTA
DELINQUENT PERSONAL PROPERTY TAXES**

August 19, 2015

2010 TAX YEAR

(Recommended write-off)

<u>TAXPAYER NAME</u>	<u>TAX ROLL NUMBER</u>		<u>TAX AMOUNT</u>
Anthony, Thomas Julian	15896	\$	24.20
Anthony, Thomas Julian	15898	\$	24.20
Bell, Quinn Keontae	60459	\$	49.10
Berger, Brittany Nicole	60649	\$	24.20
Brinkley, Stephen Travis	56887	\$	24.20
Brown, Shana Matirs	58659	\$	36.45
Brown, Shana Matirs	58661	\$	24.20
Brown, Shana Matirs	58663	\$	34.09
Brumfield, Jonathan Wayne	53701	\$	24.20
Brumfield, Jonathan Wayne	53703	\$	24.20
Butler, George Calvin	16416	\$	24.20
Butler, George Calvin	21668	\$	24.20
Cadogan, Brandon Andrew	59031	\$	24.20
Cadogan, Tyrone Jerome	58785	\$	24.20
Canada, Tallulla	59549	\$	24.20
CJL Enterprises	59093	\$	50.49
Clark, Lewis Sr	52851	\$	24.20
Coleman, Michelle	58237	\$	44.23
Cook, Joanne Myers	58733	\$	134.13
Davis, Karlton	53935	\$	24.20
Davis, Karlton	60307	\$	24.20
Easley, Quintin Matthew	55515	\$	24.20
Elder, Sara Renee	60633	\$	58.43
Ellis, Harold	62381	\$	39.09
Fox, Brandon Heath	60191	\$	43.82
Fox, Kelly Nichole	59073	\$	34.36
Fox, Kelly Nichole	60347	\$	38.25
Gabel, Joseph Roy	58993	\$	35.05
Gilbert, Sherwood	59823	\$	46.33
Gilbert, Sherwood	59825	\$	39.66
Gilbert, Sherwood	59827	\$	24.20
Goard, James Eugene	16016	\$	34.09
Goodman, James Robert Jr	12168	\$	24.20
Goodman, James Robert Jr	56273	\$	34.45
Graves, Lindsey Alphonzo	59183	\$	24.20
Green, Nathaniel E	59455	\$	21.45
Green, Nathaniel E	59457	\$	24.20
Green, Nathaniel E	59459	\$	34.91
Green, Nathaniel E	59461	\$	24.20
Green, Nathaniel E	59463	\$	40.91
Harris, Charlene P	59647	\$	40.33
Holland's Asphalt	60383	\$	24.20
Hull, Michael Ray	56597	\$	85.70
Kidd, Krystal Renee	60257	\$	47.30

Little, Brandy Renee	60269	\$	24.20
Little, David Malcolm	60535	\$	13.72
Little, David Malcolm	60537	\$	45.77
Mahoney, Richard	60541	\$	52.45
Martin, Shannon Henry	58295	\$	24.20
Martin, Shannon Henry	59895	\$	40.33
Monroe, Harold E	15250	\$	24.20
Monroe, Harold E	15252	\$	24.20
Monroe, John P	58053	\$	24.20
Moore, Ashley Marie	60115	\$	47.30
Moore, James Albert	60111	\$	9.73
Moore, James Albert	60627	\$	47.86
Myers, Sandy Berger	60407	\$	43.55
Myers, Stevie Clinton	55137	\$	40.20
Myers, Stevie Clinton	58391	\$	24.20
Oliver, Renauldo Sinclair	57157	\$	24.20
Padgett, Theresa Ann	60127	\$	41.45
Payne, Adrienne Lawon	60629	\$	47.86
Payne, Vertna Lee	58321	\$	45.77
Power, Jessica Lynn	60305	\$	56.20
Pritchett, James Edward	53327	\$	24.20
Robinson, Carl Antonio	55539	\$	24.20
Rosser, Charles Eugene	60003	\$	37.28
Shanks, Thomasine	54951	\$	62.05
Shanks, Thomasine	58243	\$	24.20
Shelton, Kimberly McDaniel	60605	\$	48.12
Shelton, Michael Jeffrey	60957	\$	24.20
Shelton, Shanel Denise	53359	\$	24.20
Shelton, Stuart Arthur	59887	\$	24.20
Shields, Dwayne E	10534	\$	41.62
Shields, Jeremy Lynn	56781	\$	24.20
Shields, Jeremy Lynn	56783	\$	35.48
Smith, Margretha Anna	59159	\$	33.25
Stapleberg, Cassie Lynne	59171	\$	38.54
Stone, Marcus Dean	55977	\$	35.61
Sutphin, Joel Wayne Jr	57127	\$	24.20
Tapp, Wesley Scott	51115	\$	32.84
Thornhill, Russell L	56459	\$	33.94
Tucker, Gloria Dalton	55061	\$	34.77
Tucker, Timothy Jerome	54179	\$	36.02
Wade, Joshua Allan	60119	\$	24.20
Wade, Joshua Allan	60121	\$	39.51
Wade, Joshua Allan	60123	\$	24.20
Wade, Joshua Allan	60125	\$	24.20
Watts, Denise Crystal	55781	\$	40.33
White, Michael Allen	57213	\$	34.22
White, Tammie Lynn	60667	\$	48.69
White, Tammie Lynn	60669	\$	46.19
White, Tammie Lynn	60671	\$	34.09
Wilson, Billie Ruth	59987	\$	40.63
Woods, Jessica Ann	60289	\$	49.68
TOTAL		\$	3,325.67

**TOWN OF ALTAVISTA
UNCOLLECTED TAXES AMOUNTING
TO LESS THAN \$20.00 FOR WHICH
NO BILLS WERE SENT
AS OF AUGUST 19, 2015**

REAL ESTATE TAXES

None

PERSONAL PROPERTY TAXES

None