

**BEFORE
THE PUBLIC UTILITIES COMMISSION OF OHIO**

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| In the Matter of the Application of The Dayton) Power and Light Company for Approval of) The Market Rate Offer.) | Case No. 12-426-EL-SSO |
| In the Matter of the Application of The Dayton) Power and Light Company for Approval of) Revised Tariffs.) | Case No. 12-427-EL-ATA |
| In the Matter of the Application of The Dayton) Power and Light Company for Approval of) Certain Accounting Authority.) | Case No. 12-428-EL-AAM |
| In the Matter of the Application of The Dayton) Power and Light Company for Waiver of) Certain Commission Rules.) | Case No. 12-429-EL-WVR |
| In the Matter of the Application of The Dayton) Power and Light Company to Establish Tariff) Riders.) | Case No. 12-672-EL-RDR |

**DIRECT TESTIMONY OF SHELLEY DICKSTEIN ON BEHALF OF THE
CITY OF DAYTON, OHIO**

Respectfully Submitted,



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250 West Street
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Attorneys for the City of Dayton, Ohio

1 **I. INTRODUCTION**

2 **Q. Please state your name and business address.**

3 A. My name is Shelley J. Dickstein, and my business address is 101 West Third Street,
4 Dayton, Ohio 45402.

5 **Q. Please describe your affiliation with the City of Dayton, Ohio (“Dayton”).**

6 A. I currently serve as the Assistant City Manager for Strategic Development for the City of
7 Dayton. In my role as Assistant City Manager for Strategic Development, I am
8 responsible for overseeing the City’s economic development functions. In this capacity, I
9 manage financial incentives and support for businesses looking to expand in Dayton,
10 including The Dayton Power and Light Company’s (“Dayton Power and Light”).

11 **Q. Please describe your educational background.**

12 A. I graduated from Western Michigan University in 1988 with a B.A. in Communication
13 and Psychology. I have completed all coursework toward a Masters of Urban
14 Administration degree at Wright State University. I also hold an Economic Development
15 Finance Professional Certification from the National Development Council. This
16 certification was achieved in 2001 after an intensive four-week financial training course.
17 More detailed descriptions of my education and professional experience is attached as
18 Exhibits SJD-1 and SJD-2.

19 **Q. Please describe your professional experience.**

20 A. I have been employed by the City of Dayton, Ohio since January 1996. Since June 4,
21 2007, I have held the position of Assistant City Manager for Strategic Development. As
22 the Assistant City Manager for Strategic Development, I am responsible for overseeing
23 the City’s economic development functions. My responsibilities include providing

1 consistency and continuity to the City's business retention and expansion efforts and
2 bringing a new strategic approach to coordinating the City's economic development
3 agenda. I manage the Dayton Development Fund, which is used to provide incentives
4 and financial support for businesses looking to expand in the city of Dayton. I have
5 previously held the positions of Special Projects Administrator, Sr. Development
6 Specialist, Acting Citizen Participation Manager and Citizen Participation Coordinator
7 within the City of Dayton.

8 **Q. What is the purpose of your testimony?**

9 A. The purpose of my testimony is to describe current conditions in the City and the
10 potential impact the Dayton Power and Light Company's ("Dayton Power and Light")
11 proposed Electric Security Plan ("ESP") may have on electrical service in the City itself,
12 as well as its at-risk residential and commercial citizens.

13 **Q. What materials and information did you review in preparation for your testimony?**

14 A. I reviewed portions of Dayton Power and Light's ESP as well as data and materials from
15 the following City departments: Management and Budget, Planning and Community
16 Development, and Economic Development. Additionally, I reviewed the most recent
17 census data and reports from the State of Ohio Development Services Agency.

18 **II. IMPACT OF DAYTON POWER AND LIGHT'S ESP**
19 **ON THE CITY OF DAYTON**
20

21 **Q. Is the City of Dayton a customer of Dayton Power and Light?**

22 A. Yes. The City uses Dayton Power and Light to provide electric service to all of its
23 municipally owned buildings and facilities, as well as municipal traffic signals and a
24 large number of City-owned street lights. The City spent \$10,238,802 and \$11,533,561
25 in 2010 and 2011 respectively on electric service costs. These figures do not account for

1 additional costs incurred by the City in its efforts to retrofit the City's street lights with
2 LED lighting. Additionally, the overwhelming majority of citizens within the City are
3 customers of Dayton Power and Light.

4 **Q. Please provide a background for and recent history of the City of Dayton's**
5 **population.**

6 A. It is widely understood that there has been a national trend towards suburbanization
7 during the past several decades, with housing, retail and even commercial entities leaving
8 urban areas for the suburbs. Also, during this time, the national population has been
9 shifting towards the southern and coastal United States leaving once booming
10 manufacturing areas at a population decline. These trends have deeply affected the
11 Dayton region and the City.

12 The Dayton metropolitan statistical area (MSA), which includes Montgomery,
13 Greene, Miami and Clark counties, has suffered a population decline over that past
14 several decades that continues to this day. Montgomery County's population fell from
15 608,413 in 1970 to 559,062 in 2000. According to the 2010 Census, Montgomery
16 County's population has fallen an additional 23,909 to 535,153. The City of Dayton
17 itself felt the hardest impact of the regional population decline. The City has lost over
18 120,000 citizens since 1960, as many of its residents moved out of the City and into the
19 suburbs, or left the Dayton region entirely.

20 This dramatic decline in the number of Dayton residents has led to significantly
21 diminished tax revenues for the City. Between 1995 and 2007, the City of Dayton had
22 the lowest income tax growth rate among six major Ohio cities. Dayton's growth rate at
23 9.4 percent was significantly lower than the other cities. The next lowest rate of growth,

1 in Toledo, was 27.5 percent. Since 2008, the City of Dayton's income tax revenues fell
2 9.1% and 2.3% in 2009 and 2010 respectively before experiencing a modest increase of
3 1.6% in 2011 and 1.9% in 2012. Although the drastic decline has stabilized in recent
4 years, the City's income tax revenue remains more than \$12 million less than it was in
5 2006. This has contributed to the current financial crisis the City is experiencing.

6 **Q. Please provide a description of the state of affairs regarding employment in the City**
7 **of Dayton.**

8 A. From November of 2000 until 2012, the region lost approximately 57,000 jobs, or about
9 13.1 percent of the employment base. Approximately 38,600, or 48.9 percent, of the
10 Dayton MSA's manufacturing jobs left the County between 2000 and 2012. The Dayton
11 region has seen major employers such as GM and related businesses, Mead/WestVaco,
12 Delphi and Tenneco remove jobs from the area, while companies such as Reynolds and
13 Reynolds and the Dayton Regional Tissue Bank are choosing to remove jobs from within
14 the City limits. Employment within the City of Dayton has gone from a peak of 3,148
15 jobs in 1976 to less than 2,400 jobs in 2010 due to budget constraints.

16 **Q. Please provide a description of the state of affairs regarding housing within the City**
17 **of Dayton.**

18 A. The City continues to have a high concentration of obsolete housing and has suffered a
19 disproportional impact of the mortgage foreclosure and predatory lending crisis. The
20 City has more than 15,000 vacant units of housing in about 4,000 residential
21 structures. The City boarded about 1,000 structures in 2007 and an additional 1,000
22 structures in 2008. Dayton continues to rank highly among cities with the most vacant
23 structures in the nation.

1 **Q. Please provide a description of the state of affairs regarding the economy within the**
2 **City of Dayton.**

3 A. The poverty rate within Dayton has continued to increase from 23percent in 2000 to
4 32.5% in 2010. While Dayton represents 26.4 percent of Montgomery County's
5 population, its residents represent more than 50 percent of the County's impoverished at-
6 risk citizens. The City's median household income has actually increased from \$25,928
7 in 2005 to \$28,843 in 2010, which falls well below the median household income for the
8 United States at \$52,762. Nearly 42,000 Dayton residents live below the state and
9 federal poverty levels, which represents more than half of all Montgomery County
10 citizens living below the poverty level. As a result, any increase in electricity rates would
11 create a severe burden upon Dayton's at-risk population.

12 **Q. What are some of the challenges the City faces in its economic development efforts?**

13 A. The relocation of housing and retail to suburban and other locations puts Dayton at a
14 significant disadvantage for the attraction of modern office-based businesses. Dayton
15 continues to lose net jobs to suburban locations. Workforce development is an issue. The
16 matching of workforce skills with evolving needs and demands remains a challenge,
17 particularly for Dayton residents. Regional sprawl continues in the area, forcing the City
18 to compete within the region for retail businesses, jobs, residents, and entertainment
19 venues. As a result, there is an ever-expanding oversupply of regional office space
20 competing with downtown Dayton.

21 One of the greatest challenges or hindrances to development in the City of Dayton
22 is the nature of our available space, both land and buildings, for companies to locate or
23 grow into. We regularly compete against locations that either have easily-developable,

1 inexpensive land to build upon or new, or relatively new, buildings that were built
2 speculatively, all of which can offer much lower costs to the prospective purchaser as
3 compared to renovation of an existing building or developing a brownfield site. When
4 most companies' final decision is based primarily on cost, we lose. Therefore we must
5 be able to offer cost savings in other ways to remain competitive.

6 **Q. In your opinion, would an increase in Dayton Power and Light's rates for electric**
7 **service impact the City of Dayton and its at-risk population?**

8 A. Yes. Any increase in rates would negatively impact the City and its efforts for economic
9 development. The City remains in the middle of a financial crisis and cannot afford an
10 increase in electric service costs. The City is a large user of electric service and spent
11 more than \$11 million dollars on electric service in 2011. Jobs continue to leave the City,
12 and an increase in Dayton Power and Light's rates would make the City of Dayton a less
13 attractive area for economic development. An increase in rates would be an unreasonable
14 burden added to Dayton's at-risk population, which includes approximately 30 percent of
15 the City's residents. The at-risk population has already seen a drop in its median
16 household income. Increased electricity rates would create an additional burden for the
17 at-risk residents of Dayton.

18 **Q. In your opinion, would an increase in Dayton Power and Light's rates for electric**
19 **service negatively impact the City of Dayton's efforts to attract businesses?**

20 A. Yes. The City already faces many obstacles to its economic development efforts,
21 including crime, a high percentage of vacant structures, insufficient parking, high poverty
22 rate, and competition from suburban areas for new businesses. Dayton's image, as
23 portrayed by the media, is one of urban flight and decay. For example, Forbes magazine

1 previously listed Dayton as one of its “Fastest Dying Cities.” If businesses located in the
2 City have to pay even more for electric service than the current rates, Dayton will be an
3 even less desirable place for businesses.

4 **III. ASSISTANCE IN ENERGY EFFICIENCY IMPLEMENTATION**
5 **AND ECONOMIC DEVELOPMENT OPPORTUNITIES**
6

7 **Q. In your opinion, can Dayton Power and Light be of assistance to Dayton in energy**
8 **efficiency implementation?**

9 A. Yes. Dayton Power and Light has a history of working cooperatively with Dayton in
10 studying electric usage characteristics of buildings and facilities in Dayton and by making
11 recommendations for ways Dayton can further control demand and energy usage through
12 multiple avenues, such as energy efficiency. Additionally, Dayton Power and Light has
13 made annual financial contributions to the City since 2009 to assist the City in
14 establishing, promoting, and maintaining an energy efficiency audit and implementation
15 program. *See* Case Nos. 08-1094-EL-SSO & 11-3002-EL-MER. This assistance has
16 made it possible for Dayton to conduct and maintain energy efficiency audits and
17 implementation despite the economic decline that continues plague the Dayton region.
18 Without Dayton Power and Light’s assistance, Dayton would be unable to explore its
19 current level of energy efficiency implementation.

20 One area Dayton Power and Light could further assist Dayton in maintaining an
21 energy efficiency program would be to assist in the conversion of its street lights to LED
22 street lights. Dayton currently owns and operates approximately 4,500 street lights with
23 the vast majority consisting of high pressure sodium lights. All energy costs for these
24 lights are paid to DP&L Energy. In total, Dayton contributes about \$2.5 million annually
25 toward its street lighting.

1 Currently, Dayton is in the process of retrofitting about 2,500 of these lights
2 located in the City's Downtown, intersections, and thoroughfares with LED lighting over
3 the next 3-4 years. The residential portions will not be converted due to a lack of
4 budgeted funds. Retrofitting all 4,500 of the City-owned lights would allow for increased
5 energy efficiency that could help alleviate the burden and offset any increase in electric
6 rates would have on the City.

7 **Q. Dayton Power and Light has stated in the testimony of Mr. Philip Harrington that**
8 **the primary goal of this ESP is to balance the interests of other intervening parties**
9 **(Harrington Testimony, p. 3, lines 14-15) and that the design of the ESP will have a**
10 **positive influence on economic development initiatives within the State. (Harrington**
11 **Testimony, p. 7, line 10). What is your reaction to this?**

12 A. I appreciate Mr. Harrington's statements and would like to note that Dayton Power and
13 Light has been a supporter and partner of Dayton's in pursuing economic development
14 opportunities in the past. As I previously stated, Dayton faces an uphill battle in regards
15 to economic developments opportunities to attract successful businesses. As Dayton
16 Power and Light points out in the testimony of William J. Chambers, Moody's has
17 ranked Dayton 339th out of 384 metropolitan areas for vitality and 266th out of 392 for job
18 growth from 2011-2016. (Chambers Testimony, p. 22, lines 18-19). Having to contend
19 with this economic decline, stagnant income tax growth rates, and heavy job and
20 population loss makes the need for economic development initiatives in Dayton much
21 greater yet increasingly difficult at the same time. As one of the single largest consumers
22 of electrical service within the Dayton Power and Light Service Territory, Dayton's
23 sustained economic development is significantly intertwined to the vitality of Dayton

1 Power and Light. In fact, Dayton's economic development efforts are directly related to
2 increasing demand for electric services within the region. To this end, Dayton Power and
3 Light has been very supportive of Dayton's economic development initiatives during this
4 most recent period of decline.

5 However, any increase in electric service rates would serve to discourage
6 economic development in Dayton. I believe that Dayton Power and Light recognizes this
7 and has consistently addressed this issue in the past in its proceedings before the Public
8 Utilities Commission of Ohio. The financial contributions that Dayton Power and Light
9 has provided to Dayton in the past have been integral in allowing Dayton to continue to
10 pursue economic development initiatives within the City amidst an environment of
11 increasing electric service costs. Without this previous support from Dayton Power and
12 Light, it is doubtful that Dayton could continue to pursue its present economic
13 development agenda in this demanding economic climate. In order to be able to attract
14 businesses to Dayton that will employ our residents, increase the quality of life here, and
15 deliver necessary municipal services to our residents, it is imperative that Dayton
16 continue to rigorously pursue its economic development agenda.

17 **Q. Does that conclude your testimony?**

18 **A.** Yes it does.

CERTIFICATE OF SERVICE

The undersigned hereby certifies that a copy of the foregoing Direct Testimony of Shelley Dickstein on Behalf of the City of Dayton, Ohio was served upon the parties of record listed below this 1st day of March, 2013 first class mail and via electronic mail.



Chris W. Michael

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Exhibits

SHELLEY J. DICKSTEIN
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QUALIFICATIONS

High-energy development professional with a proven track record in project management. Known for excellent customer service, superior organizational skills and ability to successfully manage multiple tasks. Experienced in Urban Economic Development, including business analysis, business attraction and expansion, financing and negotiation.

PROFESSIONAL EXPERIENCE

Project Management

Conducted 380 retention and expansion visits and facilitated 63 downtown development projects generating \$113 million in new investment. Project highlights include:

- Dayton Waterfront – mixed-used development supporting 600,000 square feet of new office, retail and restaurant space coupled with 320 market-rate housing units, new investment estimated at \$200M
- First & Patterson Housing – condominium housing project featuring 300 space garage expansion, 65 new condo units and 15,000 square feet of commercial space, new investment estimated at \$20M
- CareSource Headquarters – new construction of a 325,000 square foot office building and 900+ parking garage, new investment estimated at \$70M
- Community Blood Center – expansion project resulting in \$11M in new investment
- Schuster Parking Garage – 1,100 space parking garage resulting in \$10.6M in new investment
- Courthouse Plaza Southwest – renovation of multi-tenant office tower resulting in \$6M in new investment

Administration, Budget & Finance

Responsible for administration and oversight of Dayton Development Fund, total investment to date surpassing \$42 million. Previous supervision and budgetary responsibilities include:

- Monitored and maintained operating budget equaling \$1.7 million
- Hired, trained, supervised and evaluated 85 staff members
- Administered Dayton Volunteers program involving approximately 1,200 volunteers
- Planned, organized and coordinated a 9-month Leadership program boasting 431 graduates
- Planned, organized and coordinated city-wide special events hosting 400+ guests

Leadership & Development

Responsible for overseeing the City's economic development functions and managing the Office of Economic Development.

- Collaborate with high-level corporate CEOs and economic development executives to address challenges and advance development opportunities throughout the City.
- Facilitate relationships with developers, real estate brokers and financial representatives to identify and initiate investment opportunities.

Previous leadership and development experience includes:

- Developed and facilitated organizational change sessions (DPT) addressing issues such as vision, mission, values and business strategies
- Coordinated staff and volunteer orientation, training and in-service programs
- Conducted leadership seminars for 100+ students and staff; topics included issues of diversity, team development, conflict resolution and communication

EDUCATION

Economic Development Finance Professional, Certification, June 2001

4 week intensive financial training. Topics included business credit, real estate finance analysis, loan packaging procedures, negotiation, and deal structuring techniques.

Masters of Urban Administration coursework (all but Thesis), Wright State University, December, 1998. Emphasis in leadership and community development.

Bachelor of Arts, Western Michigan University, Kalamazoo, MI, June, 1988
Majors: Communication and Psychology

EMPLOYMENT HISTORY

City of Dayton, City Manager's Office

- Assistant City Manager for Strategic Development, June, 2007-Present
- City of Dayton, Department of Economic Development
 - Special Projects Administrator, August, 2006-Present
 - Sr. Development Specialist, May, 1999-July 2006
- City of Dayton, Department of Planning & Community Development
 - Acting Citizen Participation Manager, October 1997-April, 1998
 - Citizen Participation Coordinator, January, 1996-May, 1999

AIDS Foundation Miami Valley, Dayton, Ohio

- Coordinator, Volunteer Resources, October, 1993-January, 1996

San Diego State University, San Diego, California

- Residence Hall Director, July, 1990-June, 1993

San Houston State University, Huntsville, Texas

- Residence Hall Director, July, 1988-June, 1990

PROFESSIONAL DEVELOPMENT & SERVICE

- National Development Council, Economic Development Finance Certification, 2001
- Workforce Development Committee, 1999-2001
- Leadership Dayton, Graduate, 1998-1999
- Work Simplification/Process Re-engineering Training, November, 1998
- McNellis Storyboarding Facilitator Training, December, 1997
- Poverty Reduction Task Force, 1996-1999
- AIDS Foundation Miami Valley, Benefit Committee, 1996-2004

HONORS & AWARDS

- Top Flight nominee, 2001
- Graduate Student Excellence Award, Wright State University, 1998
- Pi Alpha Alpha Honorary Society, 1997

SJD-1

REFERENCES AVAILABLE UPON REQUEST

Biographical Sketch

*Shelley J. Dickstein
Assistant City Manager for Strategic Development*

*City of Dayton
Office of the City Manager
101 West Third Street
Dayton, Ohio 45402*

Telephone: (937) 333-3606

Shelley Dickstein currently serves as the Assistant City Manager for Strategic Development, a position she assumed on June 4, 2007. As the Assistant City Manager for Strategic Development, Ms. Dickstein has responsibility for overseeing the City's economic development functions. She is charged with providing consistency and continuity to the City's business retention and expansion efforts and bringing a new strategic approach to coordinating the City's economic development agenda. Shelley also manages the Dayton Development Fund, which is used to provide incentives and financial support for businesses looking to expand in the city of Dayton. Prior to this recent appointment, she held the positions of Special Projects Administrator, Sr. Development Specialist, Acting Citizen Participation Manager and Citizen Participation Coordinator.

During her 11-year career with the City of Dayton, Shelley has had numerous successes. She has completed more than 60 downtown development projects generating \$83.4 million in new investment and provided technical assistance to 380 Dayton companies interested in expanding or locating to the city of Dayton. Some of her more high profile projects include the emerging BallPark Village effort along the downtown waterfront, CareSource Headquarters, the Community Blood & Tissue Center and Courthouse Plaza Southwest. She collaborates with business and economic development executives on project development and execution and works tirelessly to facilitate and nurture relationships with developers, real estate brokers and financial representatives in an effort to advance development opportunities for the city of Dayton. Shelley Dickstein is a high-energy development professional with a proven track record in project management. She is known for her excellent customer service, superior organizational skills and her ability to successfully manage multiple tasks.

Ms. Dickstein served on the Poverty Reduction Task Force, the Miami Valley AIDS Foundation Benefit Committee and participated in numerous other initiatives. Shelley has completed all coursework toward her Masters of Urban Administration Degree at Wright State University. She possesses an Economic Development Finance Certification from the National Development Council and is a Leadership Dayton Graduate, Class of 1999.

SJD-2

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in

Case No(s). 12-0426-EL-SSO, 12-0427-EL-ATA, 12-0428-EL-AAM, 12-0429-EL-WVR, 12-0672-EL-RDR

Summary: Testimony of Shelley Dickstein on Behalf of The City of Dayton, Ohio electronically filed by Mr. Christopher W. Michael on behalf of The City of Dayton, Ohio