Request for Proposal

Exploring Innovative Funding Mechanisms to Support Installation of Green Stormwater Infrastructure on Faith-Owned Property

Interfaith Partners for the Chesapeake (IPC) is a growing non-profit that is mobilizing faith communities throughout Maryland to restore the Chesapeake. We are building a pipeline of congregations ready to install best management practices (BMPs) on their properties to reduce stormwater pollution and increase tree canopy. Many apply for grants to fund these BMP projects, but acquiring grants is growing increasingly competitive as the pipeline of interested congregations expands. We seek a consultant to help us explore alternative funding mechanisms, program models, or other approaches to support BMP installation on congregational land where the landowners are willing to leverage their land for positive impact on water quality, but who face financial barriers preventing these beneficial projects from moving forward.

Background
IPC engages the faith community by educating them on watershed stewardship from a religious and environmental perspectives. This work is generating a pipeline of congregations eager to install stormwater management projects on their grounds as they recognize and understand how their institutions can be instruments for good in restoring the waters of the Chesapeake. With 5,000 congregations in Maryland alone, the potential to shift the needle on water quality is staggering. As our work continues to expand, we are preparing for what is inevitably going to be a barrier to installing BMPs at scale: funding and financing BMP projects on congregational land.

This work is being carried out in our One Water Partnership program, for which the current 3-year workplan (2019-2021) is being largely funded by the National Fish and Wildlife Foundation. In our 3-year workplan, we are building hubs of congregational activity in five (5) target regions: Maryland counties/cities of Baltimore, Anne Arundel, Harford, Wicomico, and Pennsylvania’s Lancaster County. We are partnering with several technical assistance providers on this 3-year workplan, including Blue Water Baltimore, Lower Shore Land Trust, Watershed Stewards Academy of Anne Arundel County, Alliance for the Chesapeake Bay, and University of Maryland Extension Office Sea Grant. IPC’s role in these hubs is to educate congregations and their leaders on these issues and cultivate in them a commitment to teach their members and/or install BMPs on their grounds. The role of our technical assistance partners is select sites strategically suited for BMP projects and develop green stormwater infrastructure concept plans.

### Congregational Engagement
#### 2019 to Date in Target Regions

<table>
<thead>
<tr>
<th>OWP Region</th>
<th>Number of Congregations Engaged</th>
<th>Number of Congregations Interested in BMP Projects</th>
<th>Number of Congregations Working Toward Installing or Designing BMP Projects</th>
<th>Number of Congregational BMP Projects Installed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Arundel County</td>
<td>45</td>
<td>14</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Greater Baltimore</td>
<td>116</td>
<td>51</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Harford County</td>
<td>13</td>
<td>11</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Lancaster County</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wicomico County</td>
<td>14</td>
<td>8</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>188</strong></td>
<td><strong>84</strong></td>
<td><strong>18</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>
While it seems that congregations should underwrite the BMPs installed on their grounds, most congregations lack the necessary funds for design and installation of major projects, which can cost $75,000 to $250,000, and beyond. Yet, we still believe that leveraging these private lands as opportunities to address local water quality challenges is a key tactic to meeting water quality goals and will benefit all of us who share this watershed. We envision that our partnership with congregations and technical assistance nonprofit organizations could cultivate assets for potential BMP projects that hold value for municipalities, investors, aggregators, or in a nutrient reduction marketplace.

**Overview of Needs**

To date, the green infrastructure (GI) retrofits installed by our network of congregations have been accomplished through grant funding. This single strategy is not effective in all cases and is not a scalable strategy. Innovation is needed to leverage public/private grant funding with private sector investment. IPC seeks a consultant with expertise in finance and funding mechanisms to research and provide recommendations on innovative funding strategies that would support long-term GI installation and maintenance costs at congregational properties. These recommendations should expand beyond traditional grant resources.

We understand there could be a variety of funding mechanisms that could be applied including bundling projects into a large DNR grant, combining municipal funding and private equity in areas where higher stormwater fees exist, and leveraging the Maryland nutrient trading program. Our team needs expert assistance to help us navigate these options, evaluate what is most financially sustainable over the long-term, and facilitate conversations with local jurisdictions as needed. Recommendations and approaches should also include suggested steps that IPC could take to scale up GI implementation. Most of the jurisdictions in the One Water Partnership hubs have expressed support for participating in conversations to explore such long-term funding models (see letters of support attached).

What does “at scale” mean? We need help defining this. As seen in the table above, in some areas, we have embarked on only a few pilots. In areas such as Baltimore, we are reaching larger numbers of projects, yet we do not see how we can possibly meet the demand relying solely on grant funds. We know “at scale” means more than a few pilots in a specific region and consists of a level of penetration in which we can successfully implement BMPs without relying solely on grants to pay for project design/implementation. We seek a consultant capable of helping us define what “at scale” means and how we get there.

What types of BMP projects do we envision being implemented on congregational land? Thus far, the size/scope of BMPs has been primarily driven by the capacity of our team to design/oversee projects and the level of grant funding congregations can secure. We often seek funding from Chesapeake Bay Trust for congregational BMPs and their cap is typically $50,000 for installation. That cap informs the types of projects we steer congregations towards, such as rain gardens or tree plantings. We often have to couple this with other funding sources, which complicates the coordination of project implementation since grant cycles are not always aligned. We have also been able to help a small number of congregations secure funding from the National Fish and Wildlife Foundation or have bundled projects together for DNR grants, which allow for higher-impact projects such as larger bioretention practices or permeable parking lot surfaces, but we still do not see this as a sustainable sole-source strategy. Going forward we hope to explore models for programming/funding that allow us to maximize the impact a congregational property can have, without being limited by grant caps. The ongoing maintenance costs of projects is also an especially important consideration if congregations are saddled with maintenance. We also recognize that our technical assistance partner organizations have small to moderate sized staff and the number of projects they can oversee is limited. Nonetheless, our relationship with these partners is of utmost importance and we seek models that honor their role in the community, the relationships they have cultivated over the years, and their strengths in project design and implementation.
Scope of Work

Specifically, the consultant shall:

1. Select at least one target jurisdiction within the One Water Partnership hubs in which to perform the scope of work. The target jurisdictions in Maryland are Anne Arundel County, Baltimore City, Baltimore County, City of Salisbury, Wicomico County, and Harford County. The selection should be made in concert with our team based on our experience and pipeline of projects in the jurisdiction, as well as the consultant’s preliminary research. It is acceptable to identify the jurisdiction(s) your proposal will target, or leave that “to be determined” while still describing the number and type (i.e. rural or urban) of jurisdictions your scope of work will include. We offer the following background on the target regions:

   a. The City of Baltimore is currently operating with an Interim Director of Public Works and mayoral primaries occur in early June with final elections this fall. This will impact the extent that decision-making can occur in this region, which may discourage consultants from selecting this target region. However, since our largest pipeline is Baltimore City, we encourage you to consider how to include this region in the scope of work and define the deliverables that could be provided for this region.

   b. Our second largest pipeline is from Anne Arundel County, where the jurisdiction has already begun to explore models for contracting service providers for stormwater mitigation work.

   c. Smaller/rural pipelines are equally of interest to us as these jurisdictions may be more approachable, amenable, or willing to explore innovation in problem-solving.

   d. Models that will work in one jurisdiction may not work elsewhere, therefore, we will look favorably upon proposals that offer a larger number and diversity of jurisdictions in which work will be conducted. Alternatively, tell us how the model you recommend for one jurisdiction could be applied to another jurisdiction, and with which adjustments, if appropriate.

2. Help us understand what “at scale” should mean for us. How do we reach scale, and what are the steps along the way? What barriers will we need to overcome? There are 5,000 congregations in Maryland...is that what we should be aiming for? Help us understand what target scale should be.

3. Research and summarize potential revenue streams/funding mechanisms, market/regulatory drivers, voluntary incentive programs, and participation therein, in the selected target jurisdiction(s).

   a. Explore the market value of Maryland’s Nutrient Trading Program as a potential avenue for funding congregational green infrastructure from outside funding sources.

   b. Explore opportunities to leverage access to private finance.

   c. While the jurisdictions might be primarily driven by nutrient reduction value, we would be interested in learning whether drivers like carbon credits or co-benefits are considered valuable and to what extent.

   d. Augment research with interviews of stakeholders and key decision-makers at the selected target jurisdiction(s) as needed to better to understand any barriers or resistance to implementing innovative funding models.

4. Develop 2-3 concepts for structuring the funding and financing of green infrastructure implementation for the selected target jurisdiction(s). Introduce and collect feedback on the concepts with the jurisdictional decision-makers, IPC’s One Water Partnership team, congregational representatives (particularly where
models rely on the congregations to directly access the funds/financing), and impact investors, as appropriate, to evaluate the concepts. From this exploration phase, identify at least one structure with high probability of success that will be feasible to move forward.

5. Deliver a program design and recommended funding/financing structure for the most promising strategy. Provide early stage implementation support as we apply your program design.

What Our Team Can Provide

Our team and our technical assistance providers mentioned earlier can offer the following to the selected consultant to increase the likelihood of successful completion of the project:

- Introductions to local officials in the target jurisdictions listed herein based on relationships we have already cultivated over the years.
- List of completed projects at congregations, locations, costs, and calculated load reductions.
- Lists of congregational projects in our pipeline, site assessments already prepared on those projects and any conceptual plans prepared. We have a team of technical assistance providers who we have been working within the target jurisdictions who have already developed some concept plans and calculated some preliminary BMP metrics for potential projects. Where metrics have not yet been calculated, it is possible that these partners could prepare concept plans or at least rough estimates of project size and load reductions, depending on the scope of the project size and the consultant’s timeline. In other words, these technical assistance partners are contracted by IPC to provide such services and if their time allows, will be available to the consultant for supplemental project conceptual plan development. These partners include: Blue Water Baltimore, Watershed Stewards Academy of Anne Arundel County, Lower Shore Land Trust, Alliance for the Chesapeake Bay, and University of Maryland Extension Office Sea Grant.
- The number of congregations in each jurisdiction, though this does not provide much detail on property size. The data is based on information compiled by a university on our behalf back in 2013 and is somewhat outdated, but it offers a starting point for determining scale of potential.
- Clarity on the implementation priorities of the target regions based on our conversations with local decision-makers, Watershed Improvement Plans, and the knowledge/experience of our technical assistance partners in those specific regions. It is also possible that carbon credits/offsets may be of value in some of the jurisdictions, and our team can point you to where that may be applicable if we are aware of such programs.

Proposal

Consultant shall prepare a written proposal for the scope of work described herein that provides:

1. Description of how the scope of work will be executed and your methodology. Please be clear about what you expect of our team throughout this process and what is expected of your firm.

2. Deliverables to be provided and how they will achieve the outcomes laid out above.

3. The timeline for completion with deliverables completed during second quarter 2021 so that we can prepare to implement the recommended model(s) as soon as possible. Your timeline shall include early stage implementation support continuing into summer 2021 as we begin to apply your program design.

4. Detailed summary of the cost of your services. Proposals shall not exceed $50,000-$75,000

5. A statement of qualifications of the firm, any relevant stories of success, and information about the main consultant who will be assigned to this project with whom we will be working directly.
IPC will choose a consultant based on these factors:

- **60% weight** – Proposed methodology addresses our needs, thoroughness of proposal related to the scope of work, offers realistic approaches and balances the number and/or variety of jurisdictions that the consultant commits to working with during the project, clarity about the deliverables you will provide and how they will help us define an appropriate scale and strategy to advance our work
- **20% weight** – Proposal cost
- **10% weight** – Firm’s experience and success stories, consultant background
- **5% weight** – Innovation and creativity, a “wow” factor, i.e. Has the consultant simply responded to our defined scope of work, or have they taught us something new?
- **5% weight** – Ability to deliver within second quarter 2021, understanding that time is of the essence

**Proposal Selection Timeline**

Proposals will be accepted until June 30, 2020. We are happy to answer any questions you have so please do not hesitate to contact Jodi Rose at jodi@interfaithchesapeake.org. Proposals shall be submitted via this online form: [https://airtable.com/shrCzmenkUtI5fQU](https://airtable.com/shrCzmenkUtI5fQU). A minimum of three (3) proposals will be compared before making our final selection. The consultant will be selected as soon as possible in July. Contracts will be executed no later than July 31, 2020.
October 31, 2018

Mr. Jake Reilly
Director, Chesapeake Bay Programs
National Fish and Wildlife Foundation
1133 15th Street, NW, Suite 1000
Washington, DC 20005

Dear Mr. Reilly:

I am pleased to provide this letter of support for Interfaith Partners for the Chesapeake (IPC) and their partners in its efforts to secure funding for expanding the One Water Partnership in Baltimore. We encourage you to look favorably upon their request as we value their partnership and contributions to Baltimore’s environmental goals.

The Baltimore City Department of Public Works (DPW) has worked with IPC for the past several years through various programs they have offered to Baltimore congregations. We have seen firsthand the considerable increase in engagement of congregations in stormwater management projects on their grounds and education of their members. We largely attribute this increase in engagement to IPC and its programming. IPC plays a unique role of translating the importance of restoring Baltimore’s waterways into a religious call for duty.

With funding from your Foundation, they launched the One Water Partnership in the Jones Falls in 2016. What started as a goal of engaging 15 congregations, has now engaged over 30 congregations and hundreds of individuals. The collective impact of this cohort of congregations will contribute to Baltimore City and County’s overall stormwater reduction goals through the planting of 225 trees, treatment/removal of 187,240 sf of impervious surfaces, 4,000 sf of conservation landscaping, and 2,675 gallons of rainwater harvesting.

We are pleased to hear they plan to build on the success of the Jones Falls One Water Partnership by replicating it in the Gwynns Falls watershed, and are committed to working with IPC and their partners to:

1. Help identify strategic projects on church grounds that will advance the City’s water quality goals,
2. Explore leveraging existing City programs, such as the GROW Center, to help private landowners install practices on their grounds, and
3. Explore, with IPC’s partners and financial advisors, innovative funding sources to leverage City funds and outside investments for green infrastructure installation and maintenance on church properties.
We understand our commitments above will require DPW staff to participate in a series of meetings, occurring once or twice per month, over the course of 6-9 months. We stand ready to work with IPC and their partners to develop long-term strategies to support the installation of GI on church grounds.

As more congregations engage in this work, more practices can be installed, and more individuals implement new behaviors at home. IPC’s success at engaging congregations is unparalleled in Baltimore City, and their contributions are having direct positive impacts on ecological conditions of Baltimore. We encourage you to support their request for funding to enable them to continue this important work in the City of Baltimore.

Sincerely,

Rudolph B. Chow, P.E.
Director
Mr. Jake Reilly  
Director, Chesapeake Bay Programs  
National Fish and Wildlife Foundation  
1133 15th Street, NE, Suite 1000  
Washington, DC 20005  

November 9, 2018

Dear Mr. Reilly:

I am pleased to provide this letter of support for Interfaith Partners for the Chesapeake (IPC) and their partners in their efforts to secure funding for expanding the One Water Partnership in Baltimore County. We encourage you to look favorably upon their request as we value their partnership and contributions to Baltimore County’s environmental goals.

With funding from your foundation, IPC launched the One Water Partnership in the Jones Falls watershed in 2016. What started as a goal of engaging 15 congregations, has now engaged over 30 congregations and hundreds of individuals. The collective impact of this group of congregations will contribute to the county’s overall stormwater reduction goals through the planting of 225 trees, treatment/removal of 105,959 sf of impervious surfaces, 4,000 sf of conservation landscaping, and 2,675 gallons of rainwater harvesting.

We are pleased to hear IPC plans to build on the success of the Jones Falls One Water Partnership by replicating it in the Gwynns Falls watershed, and beyond. We believe that this work could help us meet our TMDL goals in a cost effective manner.

We are committed to working with IPC and their partners to:

1. Help identify strategic projects at places of worship that will advance the county’s water quality goals,
2. Explore leveraging county programs, such as implementation of the Small Watershed Action Plans and TMDL Implementation Plans in the target watersheds, and
3. Explore, with IPC’s hired financial advisors, innovative funding sources to leverage county funds and outside investments for green infrastructure installation and maintenance at places of worship.

We understand our commitments above will require Department of Environmental Protection and Sustainability staff to participate in a series of meetings, once or twice per month, over the course of six
to nine months. We are ready to work with IPC and their partners to develop long-term strategies to support the installation of green infrastructure in our communities.

Potential exists for the county to provide an in-kind match in the form of stream restoration projects in the Gwynns Falls watershed that are moving through the design process and will be installed during the grant period. It is also possible that restoration projects designed under this grant could be constructed using existing Baltimore County on-call contracts and/or partially funded via FY 2020, or later capital budgets. Outreach and stormwater management retrofits by Blue Water Baltimore via this grant would be complementary and synergistic with the county's stream restoration work.

As more congregations engage in this work, more practices will be installed. Due to the fact that places of worship offer an additional benefit of being highly visible, these projects will serve to showcase green infrastructure and encourage individuals to implement new behaviors and practices at home. IPC's success at engaging congregations is unparalleled in Baltimore County and City, and their contributions are having direct positive impacts on the health of Baltimore's waterways and overall environment. We encourage you to support their request for funding to enable them to continue this important work in Baltimore County.

Sincerely,

[Signature]

Vince J. Gardina, LEED AP ND
Director
Heritage Complex  
2662 Riva Road  
Annapolis, MD 21401  

Christopher J. Phipps, P.E.  
Director  

November 9, 2018  

Jake Reilly  
Director, Chesapeake Bay Programs  
National Fish and Wildlife Foundation  
1133 15th Street, NW, Suite 1000  
Washington, DC 20005  

Dear Mr. Reilly,  

I am pleased to provide this letter of support for Interfaith Partners for the Chesapeake (IPC) and their partners in its efforts to secure funding for expanding the One Water Partnership in Baltimore. We encourage you to look favorably upon their request as we value their partnership and contributions to Anne Arundel County’s environmental goals.  

The Anne Arundel County of Public Works (DPW) has worked closely with One Waters Partnership’s key Anne Arundel County implementation partners, Watershed Stewards Academy and Alliance for the Chesapeake Bay, for the past several years through various programs they have offered including RiverWise Congregations and Master Watershed Steward Certification Course. Both organizations are also active partners in implementation of large stormwater projects through the Anne Arundel County Watershed Restoration Grant Program.  

Recognizing One Water Partnership as the next phase of our work together, we are committed to working with IPC and their partners to:  

1. Help identify strategic projects on church grounds that will advance the County’s water quality goals,  
2. Explore leveraging existing County programs, such as the AAWPRP Watershed Restoration Grant program, to increase the installation of practices on private land, and  
3. Explore, with IPC’s hired financial advisors, innovative funding sources to leverage County’s funds and outside investments for green infrastructure installation and maintenance on church properties.  

We understand our commitments above will require WPRP staff to participate in a series of meetings, occurring once or twice per month, over the course of 6-9 months. We stand ready to
work with IPC and their partners to develop long-term strategies to support the installation of GI on church grounds.

Non-profit and private partners are essential in our acceleration of watershed restoration projects. One Water Partnership will allow us to gain important ground in watershed implementation on congregation property. Lessons learned and capacity increases resulting from this proposal will also likely spill over into other community projects pursued by the Anne Arundel County Partners. For these reasons, I urge you to invest in the One Water Partnership.

Sincerely,

[Signature]

Christopher J. Phipps, Director
Department of Public Works

cc: Erik Michelsen, Administrator, Watershed Protection and Restoration Program
Janis Markusic, Senior Planner, Watershed Protection and Restoration Program
Katie Hart, Grants Manager, Watershed Protection and Restoration Program

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November 9, 2018

Mr. Jake Reilly
Director, Chesapeake Bay Programs
National Fish and Wildlife Foundation
1133 15th Street, N.W., Suite 1000
Washington, D.C. 20005

Dear Mr. Reilly:

I am pleased to provide this letter of support for Interfaith Partners for the Chesapeake and their partners (“the applicants”) in their efforts to secure funding to expand their capacity. The work generated through this increased pool of environmental partners and trained stewards will advance the water quality restoration goals of the City of Annapolis and improve the health of the Chesapeake Bay.

The applicants are groups with which the city partners and collaborates regularly. They have a proven track record of effective engagement of congregations in watershed restoration projects and can contribute even more towards improving the health of the Chesapeake Bay through this grant. Our city benefits from three projects they performed with congregations on church owned properties. These projects are looked to by others considering installing similar projects in their neighborhoods, new housing or commercial developments, and on church owned properties. Moreover, they engage youth groups and students in their projects, including at risk young adults, building the next generation of environmental stewards and Chesapeake Bay advocates.

The City cannot address alone all the work needed to meet its Chesapeake Bay Total Maximum Daily Load pollution reductions and its municipal separate storm sewer system permit requirements. We rely on our partnerships, such as those established with the applicants, to further achievement of these requirements. This grant will harness the energy and resources of the faith-based community to advance watershed restoration goals, as well as train participants in green faith-based programs to identify and solve environmental problems and maintain projects implemented. A regional approach is necessary since pollution does not respect man made boundaries. In our case, the city is located within Anne Arundel County and shares two rivers and a several major creeks with the county.
City staff look forward to working with the applicants to advance the work supported by this grant.

Sincerely,

Jacqueline Guild
Director
Division of Construction Management

November 5, 2018

Jake Reilly  
Director, Chesapeake Bay Programs  
National Fish and Wildlife Foundation  
1133 15th Street, NW, Suite 1000  
Washington, DC 20005

Dear Mr. Reilly:

I am pleased to provide this updated letter of support for Interfaith Partners for the Chesapeake (IPC) and their partners in its efforts to secure funding for expanding the One Water Partnership in Harford County.

Harford County faces several water quality challenges and it is important to engage a variety of stakeholders in addressing these challenges. To the extent that the One Water Partnership can engage the faith community in restoration projects, raising awareness in the community, and supporting our strategies, we wholeheartedly welcome such an effort. We have worked with IPC over the past year and have seen firsthand their ability to begin mobilizing the faith community around watershed stewardship. We look forward to continue working with them to build on the success of those efforts.

We understand that they would like our input on our WIP priority and our MS4 Permit priorities; and how to align the congregational activities in ways that help us achieve our goals. We enthusiastically welcome that type of partnership and collaboration. We also are happy to explore ways that the graduates of our Watershed Stewards Academy could support ongoing congregational engagement.

We are ready to participate in these types of big-picture planning meetings and provide input as to how large faith-owned properties such as churches could be part of the restoration solution for our region. We are aware that IPC is considering contracting with a consulting firm to identify alternative financing structures/opportunities (i.e. private-public partnerships) for the implementation of green infrastructure on congregational lands, and we are open to this approach as well. We encourage you to support their request for funding to enable them to continue this important work in Harford County.

Scott A. Kearby  
Deputy Director, DPW

cc: Christine Buckley, MS4 Program
October 31, 2018

Jake Reilly
Director, Chesapeake Bay Programs
National Fish and Wildlife Foundation
1133 15th Street, NW, Suite 1000
Washington, DC 20005

Dear Mr. Reilly:

I am pleased to provide this letter of support for Interfaith Partners for the Chesapeake (IPC) and their partners in its efforts to secure funding for expanding their One Water Partnership model to Salisbury. We encourage you to look favorably upon their request as we value their partnership and contributions to Salisbury’s environmental goals.

We are committed to working with IPC and their partners to:

1. Help identify strategic projects on church grounds that will advance the City’s water quality goals,
2. Explore leveraging existing City programs, such as the Storm Water Utility Fee grant, to increase the installation of practices on private land, and
3. Explore, with IPC’s hired financial advisors, innovative funding sources to leverage City funds and outside investments for green infrastructure installation and maintenance on church properties.

We understand our commitments above will require City of Salisbury staff to participate in a series of meetings, occurring once or twice per month, over the course of 6-9 months. We stand ready to work with IPC and their partners to develop long-term strategies to support the installation of GI on church grounds.

As more congregations engage in this work, more practices can be installed, and more individuals implement new behaviors at home. IPC’s One Water Partnership Model will amplify and strengthen the work local watershed groups like the Wicomico Environmental Trust already carrying out to engage the faith community in the Wicomico River Watershed. This work will have direct positive impacts on ecological conditions of the Wicomico River. We encourage you to support their request for funding to enable them to continue this important work in Wicomico County.

Respectfully,

[Signature]

Jacob R. Day
Mayor