

City of Milford



CITY COUNCIL COMMITTEE AGENDA

Monday, February 10, 2020

Joseph Ronnie Rogers Council Chambers
Milford City Hall, 201 South Walnut Street, Milford, Delaware

Original Agenda posted on February 3, 2020 at 4:55 p.m.

5:30 P.M.

FINANCE & PUBLIC WORKS COMMITTEE

Call to Order – Chairperson Jason James

New Business

- Staffing Study
- Tuition Reimbursement Policy
- Parking/No Parking Street Signage Program
- Public Works Department Billable Rates*
- New Police Facility Funding Update

Adjournment

All items on the Council Meeting Agenda are subject to a potential vote.

**SUPPORTING DOCUMENTS MUST BE SUBMITTED TO THE CITY CLERK IN ELECTRONIC FORMAT
NO LATER THAN ONE WEEK PRIOR TO MEETING; NO PAPER DOCUMENTS WILL BE ACCEPTED OR
DISTRIBUTED AFTER PACKET HAS BEEN POSTED ON THE CITY OF MILFORD WEBSITE.**

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In accordance with 29 Del.C. §10004(e)(2), this Agenda was posted on February 3, 2020 at 4:55 p.m. and at least seven (7) days in advance of the meeting.

02.06.2020 Removed: Resolution 2020-11/Public Works Department Billable Rates; Unresolved Issues Noted After Agenda Posted (City Clerk/Interim City Manager)

*02.10.2020 Correction by City Clerk; Resolution Removed though Billable Rates was to Remain (for discussion only)
Order of Agenda Items Changed



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Date: February 4, 2020
To: Mayor and City Council
From: Mark A. Whitfield, Public Works Director/Interim City Manager
Jamesha Eaddy, Human Resources Administrator
Re: Staffing Analysis

Purpose: The purpose of this memorandum is to provide a status update on the Staffing Analysis project that was included in the budgetary process for Fiscal Year 2020. Upon completion of the Staffing Analysis, the City will be able to organize and account for demands in personnel while keeping the City's goals and vision in the forefront.

Background and Discussion: A comprehensive job classification and compensation study was completed in 2017, which created the current pay grade structure and job descriptions. Since 2017, the City has experienced tremendous growth which warrants an analysis of our current staffing model.

A Request for Qualifications (RFQ) solicitation process was started on August 20, 2019 with a deadline of October 31, 2019. The City received five (5) submissions. Each firm submitted statement of qualifications, references, and supplemental documents.

Evaluation Process: All submissions were evaluated and interviews were conducted with four (4) firms to discuss in detail the purpose of the project and the desired outcomes. After careful consideration and thought, the City is ready to move forward with Pinnacle Change, LLC.

Timeframe and Fee Range: \$20,000 was included in the budgetary process for the Staffing Analysis. The estimated completion time for the project is six (6) to eight (8) weeks. The fee range for the standard assessment is between \$15,000-\$17,000 for Non-Police Departments. The fee range for all departments is between \$29,000-\$33,000. Chief Brown has expressed that he is not interested in including the Police Department in the Staffing Analysis.



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Date: February 4, 2020
To: Mayor and City Council
From: Mark A. Whitfield, Public Works Director/Interim City Manager
Jamesha Eaddy, Human Resources Administrator
Re: Tuition Reimbursement Policy

Purpose: The purpose of this memorandum is to review a proposal to implement a tuition reimbursement policy to encourage our employees to explore opportunities for personal and professional development including degree programs at accredited institutions or higher learning.

Background and Discussion: The benefits of tuition reimbursement programs aren't only for employees. The City stands to gain a lot from offering tuition assistance to its employees. Some of the benefits include:


- Highly Skilled Employees
- Reduced Employee Turnover
- Improved Employee Morale
- Increased Productivity
- Ability to Attract Top Talent

In addition, employees will be able to utilize the professional development plan section of the performance appraisal to list specific educational goals that they would like to complete that will enhance their job performance.

Comparison with Other Municipalities: Implementation of a formal tuition reimbursement program policy is consistent with other municipalities. The City's tuition reimbursement program policy was designed after a thorough analysis of other policies which included Dover, Newark, Middletown, Seaford, Smyrna, and Kent County.

Tuition reimbursement programs are a win-win. Organizations with educational assistance programs also benefit from more engaged employees. Employees feel valued knowing their employer supports professional development.

We are seeking feedback from the Finance Committee on the tuition reimbursement policy design to prepare for the budgetary process.

	TUITION REIMBURSEMENT POLICY	Page 1 of 3
Original Issue Date:	Last Reviewed:	Revision Number:

PURPOSE AND SCOPE

The City of Milford encourages our employees to explore opportunities for personal and professional development including degree programs at accredited institutions or higher learning. The Tuition Reimbursement Policy is designed to help employees pay for eligible expenses related to pursuing an undergraduate and/or graduate degree. Reimbursements are subject to the certain requirements described in the plan components below.

DEFINITIONS

APPLICABILITY

An employee is eligible for Tuition Reimbursement after completing six (6) months of full-time employment with the City. The employee must be enrolled in an approved degree program that is related to the current job position held or must be appropriate for preparation for another position within the City. The immediate supervisor, Department Director, and the City Manager will determine whether the course and/or degree program is eligible for tuition reimbursement.

Police officers shall apply for any financial grants from the Delaware Criminal Council Tuition Program available throughout the State at the same time as applying for the City program. If the Delaware Criminal Council Tuition Program is discontinued, then this provision will be void. The officer shall only be responsible to reimburse funds received through the City's program. A partial payment from the Delaware Criminal Tuition Program does not preclude an officer from asking for the balance of the total amount as long as the course/and or degree program meets the eligibility requirements of this policy.


GENERAL GUIDELINES

The annual reimbursement limit for tuition is \$5,250 per employee. The annual reimbursement limit may be subject to change based on IRS regulations. Reimbursements will be counted towards the annual limit based on the year in which the reimbursement is paid. Funds for tuition reimbursement do not carry over from year to year.

Courses are only eligible for reimbursement if they are required as part of the curriculum for the approved degree the employee is pursuing.

Eligible expenses within this program include:

- Tuition
- Books
- Mandatory non-refundable fees, such as registration, admission, matriculation, activity fees, and lab/shop fees.

	TUITION REIMBURSEMENT POLICY	Page 2 of 3
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Expenses not covered within this program include, but are not limited to:

- Deferment fees or installment plan charges
- Late fees
- Transcript fees
- Entrance exams
- Test preparation fees or courses
- Graduation or diploma fees
- Parking
- Athletic fees
- Health fees

STAY REQUIREMENT

The employee must remain employed with the City for one year following the completion of the degree program.

TIMING OF REIMBURSEMENT

The employee must submit an unofficial transcript showing successful completion of each course. A successful completion is earning a C/equivalent or better in a class. The employee must also submit an itemized invoice of tuition and fees, and proof of payment. At the completion of the degree program, an official transcript must be submitted.

ELIGIBLE DEGREES

Undergraduate and Graduate degrees are eligible for this program. This program does not cover law degrees, medical degrees, doctorate degrees, or PhDs.

TAXES


Taxation of employer provided tuition assistance is governed by the IRS tax code, Section 127.

REPAYMENT

The employee will be required to reimburse the City if they elect to voluntarily terminate their employment before the one-year anniversary of the completion of the degree program. The City may retain all unpaid earnings, accrued vacation, sick, and holiday time, or any other pay towards the satisfaction of the repayment obligation.

PUBLIC RECORDS

Any and all reimbursements to employees are public records and thus will be managed in compliance with applicable local, state and federal laws, regulations, and policies including the Delaware Freedom of Information Act (covering Open Meeting Law, Public Records Law), and Public Records retention schedules, Copyright Law and other applicable City policies.

	TUITION REIMBURSEMENT POLICY	Page 3 of 3
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VIOLATIONS

N/A

If you have questions regarding appropriate use of this policy, please contact your supervisor, the Human Resources Administrator or your respective Appointing Authority.

Appointing Authority Signature

Date

I, _____, acknowledge that I have received and read a copy of this policy.

Employee Signature

Date

DRAFT

Members of Council,

The Department of Public Works has begun evaluating the city's parking configurations and associated signage to include parking wayfinding. In an effort to keep the council abreast of our efforts and to solicit feedback regarding our progress thus far I am writing this memorandum on behalf of the department. To understand why we are evaluating our parking we need to reference the parking evaluation conducted within the last 12 months and, the most recent studies and evidence regarding parking and its impacts on the City's economy and atmosphere.

The City paid for a parking evaluation for the Central Business District which was completed in April 2019 by Whitman, Requardt & Associates (WRA). That study came to the following conclusions:

- 1) Increase the public's awareness of downtown public parking by:
 - a. Naming the public parking lots
 - b. Providing an online map of available parking
 - c. Have businesses add parking information to their websites
 - d. Provide higher visibility signs for on street signage providing direction to lots
 - e. Provide signage at the lots indicating they are public lots
- 2) Install pedestrian signage providing direction to and from the Walnut street and Riverwalk.
- 3) Periodically review street parking regulations
- 4) Work with downtown employers to encourage parking north of Front Street
- 5) Add on street parking on Washington Street
- 6) Improve current parking configurations in the following lots:
 - a. Arena's (Complete)
 - b. Park Avenue Lot
 - c. NE Front Street Lot
 - d. Pearl Alley Lot
 - e. City Hall Lot

WRA provided the priority and time frames in Appendix 1, Table 1 provided herein.

In an effort to maintain compliance and consistency with state regulations there are areas where parking is prohibited per Delaware Code and they are:

- 1) *On a sidewalk;*
- 2) *In front of a public or private driveway;*
- 3) *Within an intersection;*
- 4) *Within 15 feet of a fire hydrant;*
- 5) *On a crosswalk;*
- 6) *Within 20 feet of a crosswalk;*
- 7) *Within 30 feet upon the approach to any flashing beacon, stop sign or traffic-control signal;*
- 8) *Between a safety zone or island and the adjacent curb or within 30 feet of points on the curb immediately opposite the ends of a safety zone or island, unless a different length is indicated by traffic-control devices;*

- 9) *Within 50 feet of the nearest rail or railroad crossing, unless a different length is indicated by traffic-control devices;*
- 10) *Within 20 feet of the driveway entrance to any fire station and on the side of a street opposite the entrance to any fire station within 75 feet of the entrance when properly designated by traffic-control devices;*
- 11) *Alongside or opposite any street excavation or obstruction when such stopping, standing or parking would obstruct traffic;*
- 12) *Upon the roadway of any highway when it is practical to stop, stand or park off the roadway;*
- 13) *On the roadway side of any vehicle stopped or parked on the shoulder or at the edge or curb of a highway;*
- 14) *Upon any bridge or other elevated structure upon a highway or within a highway tunnel;*
- 15) *At any place where official traffic-control devices prohibit stopping, standing or parking;*
- 16) *At any place where such parking, standing or stopping obstructs the free passage of other traffic;*
- 17) *Wherever a curb is marked yellow or a yellow line is placed at the edge of a roadway or shoulder;*
- 18) *In the area between roadways of a divided highway, including crossovers;*
- 19) *In any area owned by, leased by or under the control of the State, when such area has been designated by the Director of the Office of Management and Budget as a reserved parking space for members of the General Assembly, their staff, state-owned vehicles, specific state offices or state employees. Such parking spaces will be conspicuously marked as such;*
- 20) *In any areas which in any manner restricts access to or ingress or egress from the areas defined in paragraph (19) of this subsection. 21 Del. C. 1953, § 4179*

Adding to the complexity of the parking issue is the need to ensure adequate fire truck access in the event of an incident. The International Fire Code (IFC) requires a minimum of 20 feet of unobstructed street width, meaning the width of the road not including parking. The National Fire Protection Association (NFPA) suggests a response time goal of 320 seconds (5 minutes and 20 seconds) for the first engine to arrive on site for a fire suppression incident. Issues regarding access being restricted due to parking on streets that are too narrow can result in the fire company having to reroute and ultimately adds to the response time a critical factor in preventing loss of life and spread of a fire as indicated in Appendix 2.

Further, an excess of parking availability per capita results in an increase in road traffic (Badger, 2016) and reduces walkability, a key factor in improving the economic outcome of both cities and their residents according to the Brookings Institute (Loh & Leinberger, 2019). Currently the City has only three lots which exceed a maximum occupancy of 65% at any time. These three lots have a total of 58 available parking spaces, representing 13.3% of the total available lot parking within the study (Whitman, Requardt & Associates, LLP, 2019). On street parking was found to have a maximum utilization of 32% at any time. This low parking utilization indicates that either the public is unaware of the available parking or there is an excess of parking in some areas.

For the aforementioned reasons we are evaluating the availability of parking city wide and looking to determine what roads may require reconfiguration with regards to on street parking and the number of traffic lanes. Currently, we have captured data regarding current signage, parking restrictions, road speeds, and available road width. We are working to perform an evaluation of the road widths to determine the type of road cross section that each road should have to meet the previously mentioned requirements and the American Association of State Highway and Transportation Officials (AASHTO) Green Book, the Bicycle and Pedestrian Master Plan and any suggestions that the Council can provide regarding the availability of parking in their wards.

Feedback we would like to receive includes:

- 1) Existing problem areas (too much or too little parking)
- 2) Road width restrictions that need resolved (parking where it shouldn't be)
- 3) Constituent complaints
- 4) Traffic flow issues or considerations (with regards to one way traffic flows)
- 5) Any other information Council deems appropriate or necessary to the evaluation of parking and signage within the City

Very Respectfully,

A handwritten signature in black ink, appearing to read 'James Puddicombe', written in a cursive style.

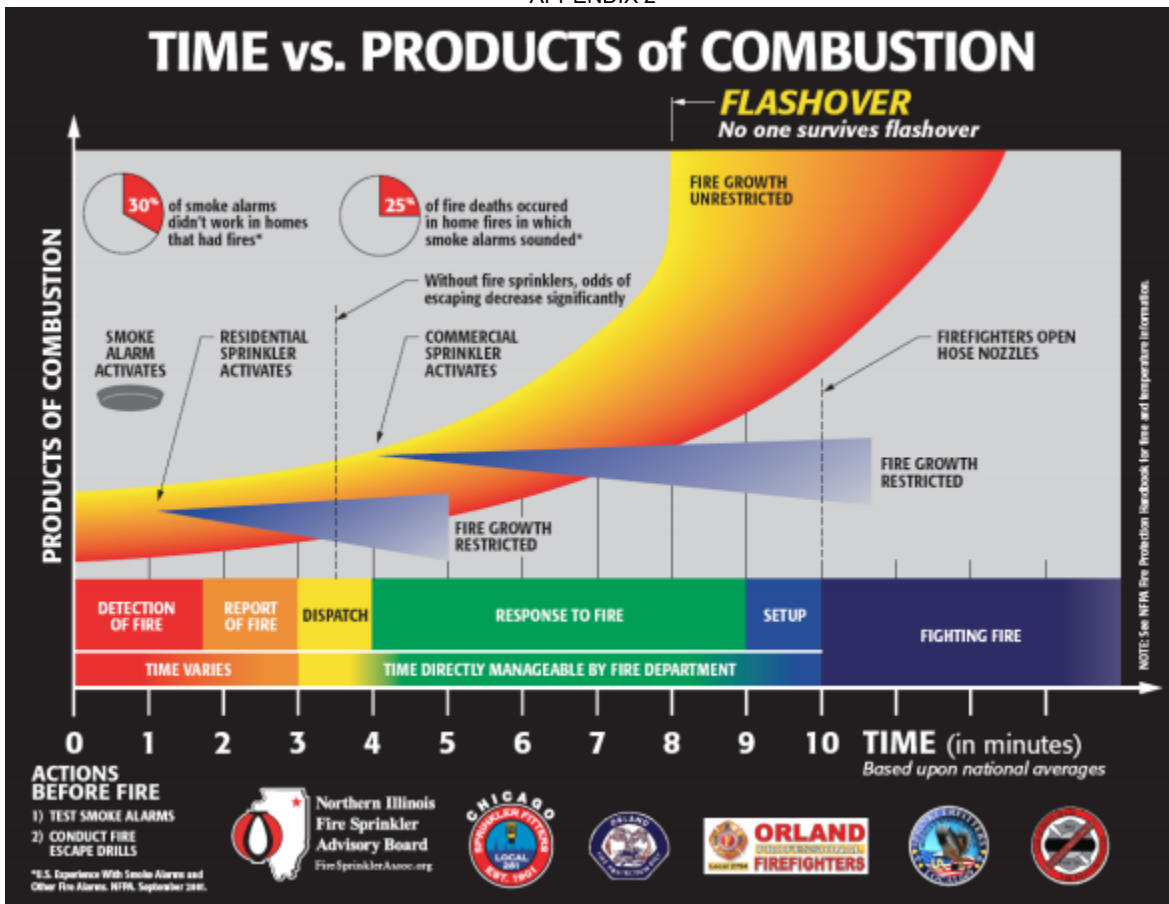
James Puddicombe
City Engineer
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jpuddicombe@milford-de.gov

APPENDIX 1, TABLE 1:

	Recommendation	Time frame*	Priority	Cost	Implemented by
1	Lot names (p. 31)	short	high	-	City planning department
2	On-line mapping of public parking lots (p. 32)	short	medium	-	City planning department
3	Businesses add parking information to their websites (p. 32)	short	medium	-	Businesses
4	Parking directional signage on the street and parking identification signage at public lots (p. 32 - p. 37)	medium	high	\$65,000	Design: consultant Construction: contract
5	Change NW Front Street driveway from exit only to entry only (p. 35)	short	high	\$1,500	City public works department
6	Pedestrian directional signing for SW Front Street Lot to and from Walnut Street shops (p. 37)	short	medium	\$500	City public works department
7	Periodically review street parking regulations to see whether changes are warranted (p. 38)	ongoing	low	-	City planning department Police department
8	Work with employers to encourage employees to park north of N. Front Street (p. 38)	ongoing	medium	-	City planning department Police department
9	Add street parking on Washington Street (p. 38)	short	medium	\$2,500	City public works department
10	Improve Arena's lot (p. 39)	short	high	\$45,000	Design: City public works department Construction: contract
11	Improve Park Ave. lot (p. 39 – p. 40)	medium	high	\$60,000	Design: City public works department Construction: contract
12	Improve NE Front Street lot (p. 40 – p. 41)	long	low	\$140,000	Design: City public works department Construction: contract
13	Pearl Alley lot sidewalk edge on SE Front Street (p. 41- p. 42)	short	medium	\$500	City public works department
14	Improve City Hall lot (p. 42)	long	low	\$15,000	Design: City public works department Construction: contract

* Short term = < 2 years, Medium term = 2 – 5 years, Long term = > 5 years

(Whitman, Requardt & Associates, LLP, 2019)



(Snyder, Siegman, Huff, & McCormick, 2013)

References

- Badger, E. (2016, January 15). *WashingtonPost.com*. Retrieved from WashingtonPost.com: <https://www.washingtonpost.com/news/wonk/wp/2016/01/15/the-problem-with-parking/>
- Loh, T. H., & Leinberger, C. B. (2019, July 12). *The Economic Power of Walkability in Metro Areas*. Retrieved from The Brookings Institute: <https://www.brookings.edu/blog/the-avenue/2019/07/12/the-economic-power-of-walkability-in-metro-areas/>
- Snyder, R., Siegman, P., Huff, H., & McCormick, C. (2013, March 23). *Best Practices Emergency Access in Healthy StreetsTransportati*. Retrieved from NACTO.org: <https://nacto.org/wp-content/uploads/2015/04/Best-Practices-Emergency-Access-in-Healthy-Streets.pdf>
- Whitman, Requardt & Associates, LLP. (2019). *Milford Central Business District Parking Study*. Milford: Dover/Kent County Metropolitan Planning Organization.



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To: Mark Whitfield, City Manager
From: Rhiannon Slater, Operations Supervisor
Subject: Public Works Billable Rates
Date: January 31, 2020

Staff requests City Council consider a recommendation to adopt hourly rates for labor and equipment. These rates are to be utilized any time City employees and/or equipment is to be used to complete jobs for customers. Some examples include infrastructure installation in developments, service line repairs, and repairs of city owned assets relating to auto accidents. It has been found that in the past, not all work completed by City crews was billed consistently, there has constantly been a question of the addition of 10% to cover administrative and finance staff time. The adoption of one comprehensive labor rate will alleviate questions of what fees or percentages to add to each invoice. Previous equipment rates were incorrectly computed using FEMA rates for some equipment, but not all necessary equipment, for the Electric Division. These rates were not adopted by the Council. At this time, the Streets and Utilities Division does not have an equipment rate schedule.

The attached proposed equipment rate schedule includes factors for insurance, maintenance and fuel relating to equipment usage. Labor rates were arrived at utilizing the salaries (including benefits) of employees involved in each of these jobs; crew members, supervisors, administration and finance.

RECOMMENDATION: Staff recommends City Council adopt the attached resolution and fee schedule relating to labor and equipment rates.

Proposed Billable Rates 1/31/2020

Streets & Utilities

Hourly Costs Based on 5,000 Hour Life Span

Description	Purchase	Insurance	Veh/Equip	Ins	Maint	Fuel	Total	Plus 10%	Proposed
Labor							\$68.51		\$68.50
Pick-Up	\$45,142.00	\$600.00	\$9.03	\$1.20	\$3.06	\$4.00	\$17.29	\$19.02	\$20.00
Service Truck	\$55,402.00	\$629.00	\$11.08	\$1.26	\$3.06	\$4.00	\$19.40	\$21.34	\$25.00
Backhoe	\$81,170.00	\$594.00	\$16.23	\$1.19	\$3.06	\$4.00	\$24.48	\$26.93	\$30.00
Excavator	\$50,132.00	\$365.00	\$10.03	\$0.73	\$3.06	\$4.00	\$17.82	\$19.60	\$20.00
Jetter/Vac	\$379,388.00	\$1,827.00	\$75.88	\$3.65	\$3.06	\$4.00	\$86.59	\$95.25	\$100.00
Loader	\$158,209.00	\$196.00	\$31.64	\$0.39	\$3.06	\$4.00	\$39.09	\$43.00	\$45.00
Jetter/Vac Trailer	\$59,427.00	\$162.00	\$11.89	\$0.32	\$3.06	\$4.00	\$19.27	\$21.20	\$45.00 (Includes Pick-up to pull)
Sweeper Truck	\$289,712.00	\$866.00	\$57.94	\$1.73	\$3.06	\$4.00	\$66.73	\$73.41	\$75.00
Dump Truck	\$204,267.00	\$600.00	\$40.85	\$1.20	\$3.06	\$4.00	\$49.11	\$54.02	\$55.00
Chipper	\$26,856.00	\$438.00	\$5.37	\$0.88	\$3.06	\$4.00	\$13.31	\$14.64	\$35.00 (Includes Pick-up to pull)

Electric

Labor							\$75.53		\$75.50
Pick-Up	\$43,822.00	\$580.00	\$8.76	\$1.16	\$3.06	\$4.00	\$16.98	\$18.68	\$20.00
Service Truck	\$60,570.00	\$624.00	\$12.11	\$1.25	\$3.06	\$4.00	\$20.42	\$22.46	\$25.00
Bucket Truck	\$203,707.00	\$708.00	\$40.74	\$1.42	\$3.06	\$4.00	\$49.22	\$54.14	\$55.00
Digger Derrick	\$245,258.00	\$254.00	\$49.05	\$0.51	\$3.06	\$4.00	\$56.62	\$62.28	\$65.00
Trencher	\$117,845.00	\$500.00	\$23.57	\$1.00	\$3.06	\$4.00	\$31.63	\$34.79	\$55.00 (Includes Pick-up to pull)
Dump Truck	\$204,267.00	\$600.00	\$40.85	\$1.20	\$3.06	\$4.00	\$49.11	\$54.02	\$55.00
Chipper	\$26,856.00	\$438.00	\$5.37	\$0.88	\$3.06	\$4.00	\$13.31	\$14.64	\$35.00 (Includes Pick-up to pull)

*Labor rate includes percentage of all crew members, supervisors, admins and finance staff involved in projects. No additional charges will be added

*Maint cost based on 6 hours of service every 300 hours at a rate of \$150 per hour over the span of 5,000 hours

*Fuel cost based on a 50 gal tank of fuel used in 40 hours at a rate of \$3 per gallon



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To: Finance and Public Works Committee
From: Mark Whitfield, Interim City Manager/Public Works Director
Jeffery Portmann, Finance Director
Subject: Bond Issuance for Police Station
Date: February 5, 2020

Several decisions need to be made with regard to the financing of the new police station.

Referendum

A General City Election will be held on Saturday April 25, 2020. If Council chooses to place a Bond Referendum on the ballot, the City Clerk needs two months for advertising and completing all the necessary preparation work for the Referendum. Therefore, a decision on the bond amounts need to be made no later than the April 24, 2020 Council Meeting.

Bond Issuance

Council must decide on the amount of the issue. There are three scenarios: 1) an issue of \$14 million; 2) an issue of \$17 million or 3) an issue of \$19.6 million. Given the historic low interest rate, Council may want to take advantage of the maximum borrowing. The \$14 million would necessitate using \$3 million of operating cash to fund the police station. The \$17 million would fund the entire police station. The \$19.6 million would fund the entire police station with the remaining \$2.6 million for street paving.

In order to obtain the lowest interest rates, the bonds will need to be sold over two years as bank qualified bonds, therefore each issue needs to be below \$10 million. It is proposed there would be an issue in June 2020 and a second issue in January 2021.

Effect on Budget and Tax Increase

All three scenarios would be a borrowing for 30 years with an average interest rate of 2.41%. A \$0.01 tax increase results in \$89,000 in revenue. Each \$0.01 tax increase equals \$20/year to a home owner with an assessed property value of \$200,000

Scenario 1 – Borrow \$14 million

The \$14 million would result in \$713,555 per year in debt payments; Borrowing \$14 million would result in a \$0.08 tax increase, or a \$13.33/month increase/average property owner or \$160/year).

Scenario 2 – Borrow \$17 million

\$17 million would result in \$861,000 per year in debt payments. The \$17 million would require a \$0.097 real estate tax increase resulting in a \$16.67/month increase/average property owner (or \$194/year).

Scenario 3 Borrow \$19.6 million

\$19.6 million will result in \$992,000 in debt payments. Borrowing \$19.6 million would require a \$0.1115 real estate tax increase resulting in \$18.58/month increase/average property owner (or \$223 per year).

Street Paving

Attached are a list of streets proposed to be addressed over the next five (5) years. A bond issuance of \$19.6 million would enable the City to “catch up” on the planned paving by accelerating the projects. It was originally proposed to use Street Aid and Real Estate Transfer Tax to fund the street paving projects over the next five years.

Recommendation: Staff recommends either Scenario #2 or Scenario #3 for several reasons. 1) Interest rates are at historical lows; 2) provides sufficient funds in case of project overruns; and 3) provides additional cash reserves for emergencies and other projects. Additionally, staff recommends Council decide on which scenario prior no later than February 24, 2020.