

City of Milford



CITY COUNCIL AGENDA

May 11, 2015 - 7:00 P.M.

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

COUNCIL MEETING

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

Monthly Police Report

City Manager Report

Committee & Ward Reports

Communications & Correspondence

Unfinished Business

Alcohol Waiver/Milford Code Chapter 77/Downtown Milford, Inc./Riverwalk Farmers Market (Corrected Date)

New Business

Discussion/Facilities Utilization

Discussion/Facilities Maintenance

Milford Public Library/Parking Overflow/Designation of Site/Board Vice President Peggy Reilly

Introduction Ordinance 2015-05/Mispillion Street Partners/Conditional Use/Planned Unit Residential Development*****

Authorization/Fisher Avenue Pump Station Improvements

Authorization/Interim Water Supply Improvements Expense*

Approval/Fire Siren Relocation***

2015 Sewer Borrowing/Issuance of Bonds Timeline****

Monthly Finance Report

Executive Session

Pursuant to 29 Del. C. §10004(b)(9) Personnel matters in which the names, competency and abilities of individual employees or students are discussed (New Employee)

Pursuant to 29 Del. C. §10004(b)(4) Strategy sessions, including those involving legal advice or opinion from an attorney-at-law, with respect to collective bargaining or pending or potential litigation (Union Contract-Mediation Update)

Union Counter Proposal**

Adjourn

This agenda shall be subject to change to include additional items including executive sessions or the deletion of items including executive sessions which arise at the time of the public body's meeting.

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.

Milford Police Department



E. Keith Hudson
Chief of Police



400 N.E. Front Street
Milford, Delaware 19963

TO: Mayor and Members of City Council

FROM: E. Keith Hudson, Chief of Police

DATE: May 11, 2015

RE: Activity Report/April 2015

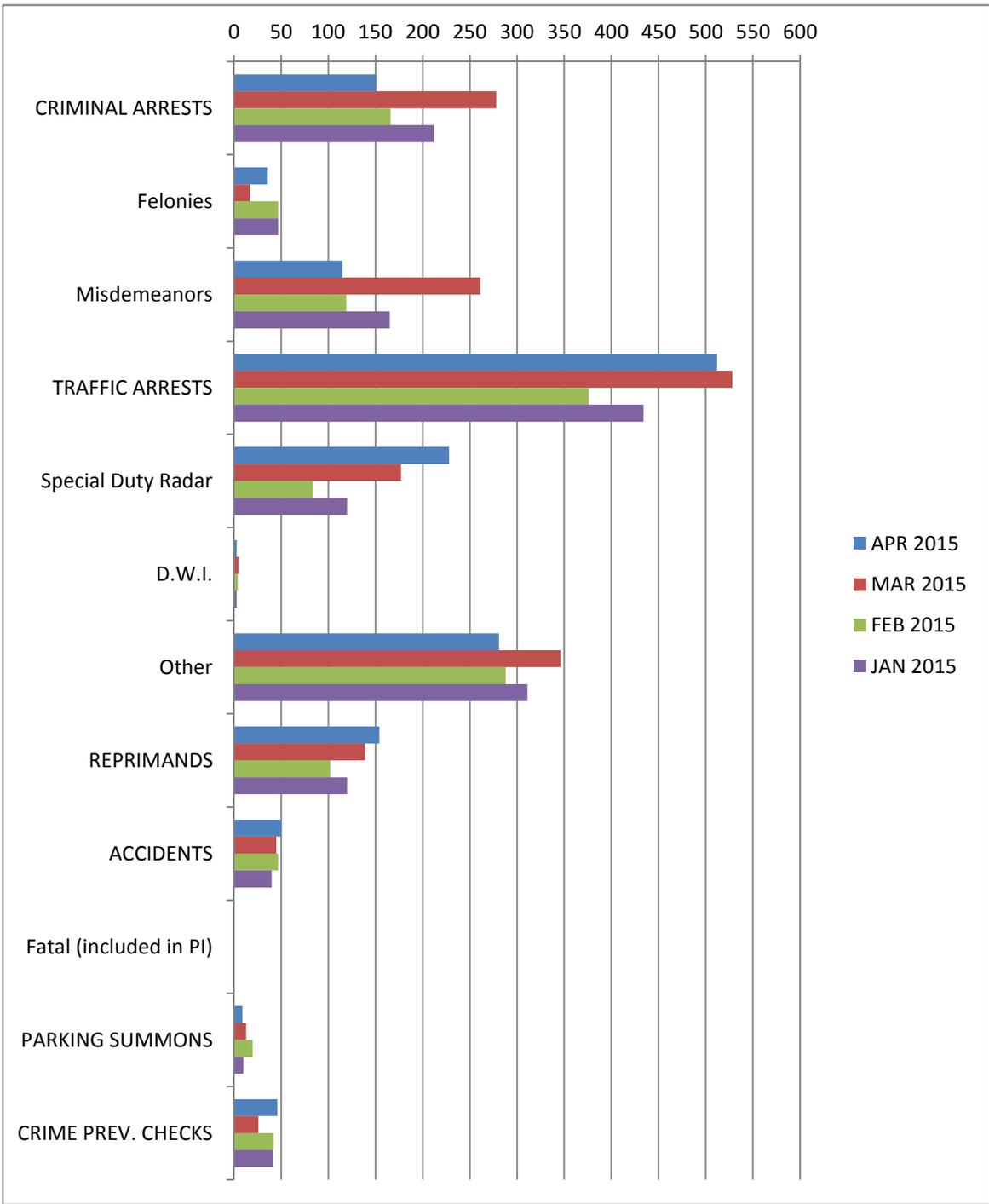
Monthly Stats:

A total of 663 arrests were made by the Milford Police Department during April 2015. Of these arrests, 151 were for criminal offenses and 512 for traffic violations. Criminal offenses consisted of 36 felonies and 115 misdemeanors. Traffic violations consisted of 228 Special Duty Radar, 3 Drunk-Driving charges, and 281 other citations.

Police officers investigated 50 accidents during the month and issued 154 written reprimands. In addition, they responded to 1,266 various complaints including city requests and other agency assistance.

APRIL 2015 ACTIVITY REPORT

	APR 2015	TOTAL 2015	APR 2014	TOTAL 2014
COMPLAINTS	1266	4692	1193	4601
CRIMINAL ARRESTS	151	807	307	693
Felonies	36	147	103	195
Misdemeanors	115	660	199	493
TRAFFIC ARRESTS	512	1850	581	1889
Special Duty Radar	228	609	315	683
D.W.I.	3	15	6	15
Other	281	1226	260	1193
REPRIMANDS	154	515	124	561
ACCIDENTS	50	182	45	171
Fatal (included in PI)	0	0	0	1
PARKING SUMMONS	9	52	16	74
CRIME PREV. CHECKS	46	155	49	148
FINES RECEIVED	\$ 10,256.48	\$ 38,934.48	\$ 9,614.90	\$ 33,839.60





OFFICE OF THE CITY MANAGER
HANS MEDLARZ
TELEPHONE 302-424-3712

201 SOUTH WALNUT STREET
MILFORD, DE 19963
FAX 302-424-3558

May 2015 City Manager's Report

Administration:

- Made additional contacts with key business (KSI)
- Presented Bayhealth campus planning efforts at DelDOT
- Continued public works agreement effort for S.E. utility expansion
- Continued electric tariff reviews for introduction to Council in May
- Continued negotiations with First State Manufacturing associated with the potential land exchange
- Continued parcel consolidation/rezoning effort for Perdue
- Started Watergate force main construction for sewer transmission capacity increase
- Continued settlement efforts with regards to the Watergate adjoins and their counsel
- Attended DEMEC strategic planning and Rt-113 fly-over DelDOT meetings
- Concluded the hiring process of the Public Works Superintendent position

Electric Department:

- Assisted IT in setting up new server in City Hall.
- Attended a Bayhealth meeting discussing electric extensions to S.E. Campus
- Prepared FY16 Budget Request to Finance Director
- Participated in a conference call with DEMEC & AMP in reference to the Smart Grid project
- Attended Watergate Subdivision Pre-Construction meeting for Bldgs. 3 & 4.
- Participated in DEMEC Strategic Planning Session #1
- Developed first quotation from VoiceNet Communications in reference to central system
- Assisted in the relocation of Planning to Public Works Complex
- Supervised tree trimming by Asplundh on North St., 4th St., Church St., Lakeview, and the Hi-Line across the river
- Installed new feeders to Watergate's new buildings
- Rewired S. Washington St. well2 power feed
- Crews spent (2) days getting electric in parks ready for Bug & Bud Festival

Streets and Solid Waste Department:

- Solid waste crews are improving communication between trucks and the office
- Spring cleanup was completed successfully with fall clean-up scheduled 11/30 – 12/4
- Street Department crews are in the process of repairing concrete post on S.W. Front Street

- Several Departments cooperated in the completion of Front Street Bridge project
- Street Crews have been working on cold patching Airport Rd.
- Street Crews repaired sidewalks with previous utility damages caused by City forces
- Crews repaired storm drain pipe behind BayHealth & in the Public Works Complex
- Crews started hot mix patching of potholes
- Additional trash pick-ups are declining since the implementation of the new Ordinance
- New informational solid waste door tags are printed and will be distributed stating next week
- Crews are seeing a lot of brush piles and staff is responding with non-compliance letters
- Commingling of trash and yard waste is creating a problem for disposal since Blessings Greenhouse will not accept comingled loads forcing more expensive disposal at DSWA. Staff will remove container for repeat offenders

Water and Sewer Department:

- Repaired storm drain on S. Washington St.
- Repaired water leak on Mispillion St
- Installed temporary system tie-in at well2 on S. Washington Street
- Replaced air release valve on Lighthouse pumping station force main
- Assisted A.C. Schultes with well 12 repairs at the Seabury Ave. water plant



Milford
Parks & Recreation
Department

MEMO

TO: Mayor and Council
City Manager

FR: Brad Dennehy
Director of Parks & Recreation

DA: May, 4th 2015

RE: Monthly update from the Parks and Recreation Department

Mayor and Council,

At the request of the City Manager I will start submitting a monthly report highlighting some of the activities Park & Rec. has been undertaking for the previous month.

- The Bug and Bud festival (April 25) was another successful event.
- April 25th was also the first annual “Shipbuilder river race”, our first kayak, canoe & paddleboard race. This was well attended for a first event and a photo was featured in the Sunday news journal.
- Maintenance of the parks continues with the return of the seasonal park techs.
- The Dog Park has been re-opened with the grass responding well to the fertilizer treatment.
- Donated wood chips have begun to be installed on Goat Island, and we are working with service groups who need volunteer hours to install the remainder of the chips.
- Park Techs have begun installing wood mulch around town in the flower beds.
- Park & Rec. re-graded and planted grass at the new Customer service building.
- The Public restroom at the Tony Silicato Memorial Park is now operational.



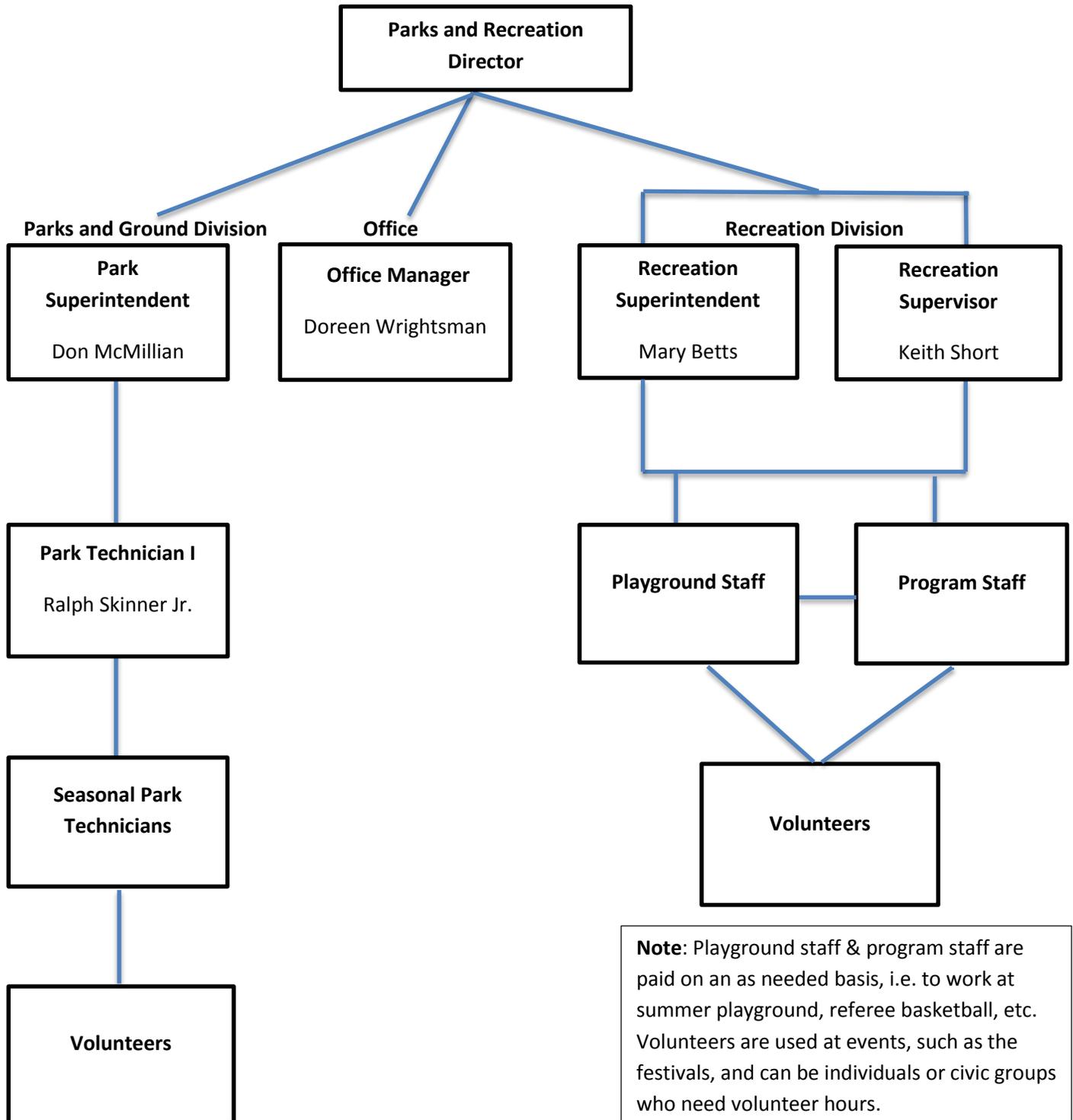
Milford
Parks & Recreation
Department

- Gypsum has been applied by Parks & Rec. staff to the fields at the TSMP and fertilizer will be applied to the soccer fields in the next couple of weeks.
- There has been strong registration for spring soccer for 1st-6th graders, with games on both Saturday and Sunday.
- The “Pitch Hit & Run” contest was held this past Sunday with a good turnout of kids.
- A flower planning in conjunction with Downtown Milford volunteers is scheduled for Sunday May 17th, for the hanging baskets in the downtown area.
- Spring Tennis has begun and is well attended.
- Spring swim lessons begin this week as well.
- Registrations for the summer programs are on-going.
- Tickets continue to be sold for our “Discover Delmarva” bus trips which include a day excursion to each of the following; St Michaels, Suicide Bridge and Tangier Island.

As always, if you require further information please don't hesitate to contact me.

Thank you.

Milford Parks and Recreation Organizational Flowchart



Note: Playground staff & program staff are paid on an as needed basis, i.e. to work at summer playground, referee basketball, etc. Volunteers are used at events, such as the festivals, and can be individuals or civic groups who need volunteer hours.

Note: Seasonal Park Techs work from mid-March till the end of October. Volunteers in the parks assist with clean up, spreading woodchips etc. and are usually civic groups needing volunteer hours.

**Selected Area Utilities
Summer (June - September)**

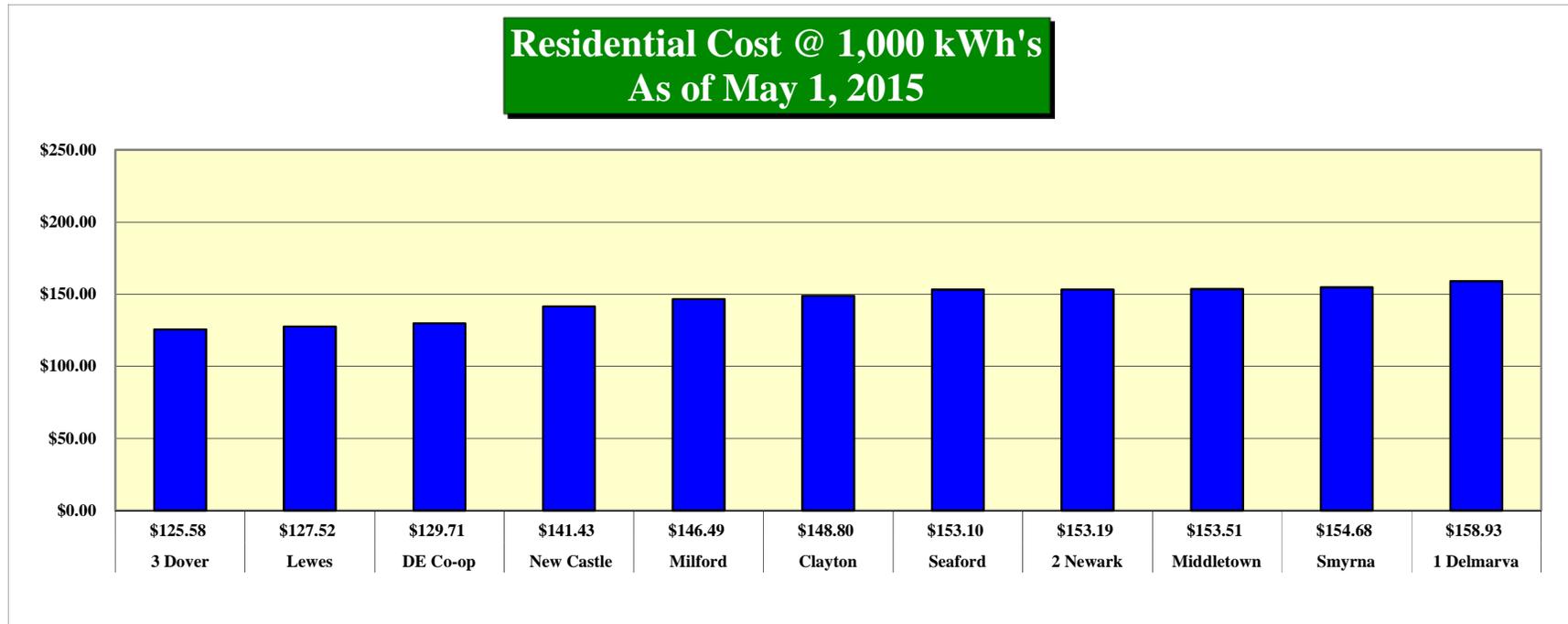
RESIDENTIAL RATE COMPARISON @ 1,000 kWh

		DE COOP % Difference	DPL % Difference
³ <u>Dover</u>	\$125.58	<u>-3.2%</u>	<u>-21.0%</u>
<u>Lewes</u>	\$127.52	<u>-1.7%</u>	<u>-19.8%</u>
<u>DE Co-op</u>	\$129.71	<u>0.0%</u>	<u>-18.4%</u>
<u>New Castle</u>	\$141.43	<u>9.0%</u>	<u>-11.0%</u>
<u>Milford</u>	\$146.49	<u>12.9%</u>	<u>-7.8%</u>
<u>Clayton</u>	\$148.80	<u>14.7%</u>	<u>-6.4%</u>
<u>Seaford</u>	\$153.10	<u>18.0%</u>	<u>-3.7%</u>
² <u>Newark</u>	\$153.19	<u>18.1%</u>	<u>-3.6%</u>
<u>Middletown</u>	\$153.51	<u>18.3%</u>	<u>-3.4%</u>
<u>Smyrna</u>	\$154.68	<u>19.3%</u>	<u>-2.7%</u>
¹ <u>Delmarva</u>	\$158.93	<u>22.5%</u>	<u>0.0%</u>

¹ Approximate. DP&L's transmission capacity charge is based on each individual's Peak Load Contribution (PLC) to the overall transmission load
Each customer has a unique PLC that changes every January

² City of Newark begins Summer Rates in April

³ City of Dover begins Winter Rates in November



Selected Area Utilities

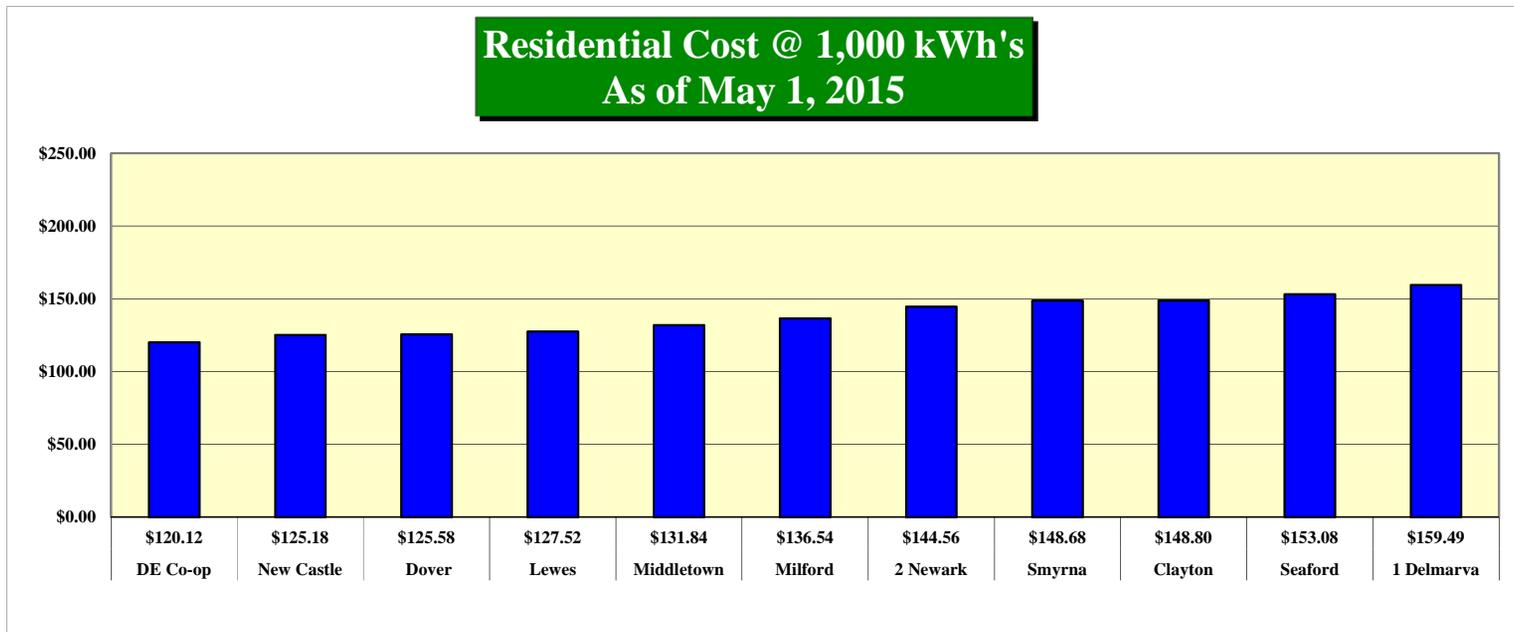
Winter (Oct. - May)

RESIDENTIAL RATE COMPARISON @ 1,000 kWh

		DE COOP <u>% Difference</u>	DPL <u>% Difference</u>
<u>DE Co-op</u>	\$120.12	0.0%	-24.7%
<u>New Castle</u>	\$125.18	4.2%	-21.5%
<u>Dover</u>	\$125.58	4.5%	-21.3%
<u>Lewes</u>	\$127.52	6.2%	-20.0%
<u>Middletown</u>	\$131.84	9.8%	-17.3%
<u>Milford</u>	\$136.54	13.7%	-14.4%
² <u>Newark</u>	\$144.56	20.3%	-9.4%
<u>Smyrna</u>	\$148.68	23.8%	-6.8%
<u>Clayton</u>	\$148.80	23.9%	-6.7%
<u>Seaford</u>	\$153.08	27.4%	-4.0%
¹ <u>Delmarva</u>	\$159.49	32.8%	0.0%

¹ Approximate. DP&L's transmission capacity charge is based on each individual's Peak Load Contribution (PLC) to the overall transmission load. Each customer has a unique PLC that changes every January.

² City of Newark begins Summer Rates in April.



JUNE SCAT MEETING

ROOKERY NORTH

June 3, 2015

Hosted by City of Milford

Please RSVP through Terri or Katrina

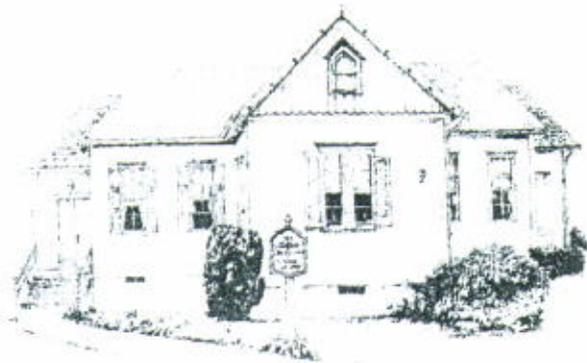


CITY OF MILFORD
CUSTOMER SERVICE
M-F 9AM TO 5PM
S-S 9AM TO 12PM

GREATER MILFORD
CHAMBER OF COMMERCE

*You are cordially invited to the
Grand Re-Opening of the
Milford Women's Club*

(formerly known as the Milford New Century Club)



Friday, June 12, 2015

From 4:00 to 6:00 pm

Light Refreshments will be served

18 Church Street
Milford, DE 19963

Please respond with regrets only

302-422-9560

dgburton@gburton.com



2015 Riverwalk Farmers Market
South Walnut Street Park
Saturday's May-October

April 22, 2015

Milford City Council
201 S. Walnut Street
Milford, DE 19963

Dear Council Members:

As part of our goal to encourage community participation for our city and the region, the Farmers Market has invited local businesses and various arts organizations to be a part of our Saturday events.

Mispiration River Brewing Co. has requested the following two dates to offer a beer tasting, free to the public, on May 30th and July 25th, from about 10 AM to 12 PM. We would like your approval to include them in our festivities.

If you have any questions or comments regarding these events, please contact me at 302-430-0690 or email at walterhepford@aol.com. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Sharon Hepford". The signature is written in a cursive style.

Sharon Hepford
Promotions
Milford Farmers Market

- Facilities Utilization

The City Planning Coordinator has started the first week in May. Part of the duties in addition to planning services are the oversight of Code Enforcement and Mapping activities. All three functions are closely linked to Public Works. It is hence in the best interest of staffing efficiency to co-locate these function in the Public Works Complex. The move has been initiated and should be complete by the end of May.

The City phone system is fractured with each building on a separate system. This approach is extremely inefficient and cumbersome for external as well as internal users. The Electric Superintendent and I have solicited the first consolidation quote which is still being refined but appears to be less than \$40,000. Once it is fully developed we will seek a second quotation for the exact same scope in order to obtain competitive pricing. If such a system were implemented it should either be housed at the Customer Service Center or the Public Works Complex. Both locations would allow the central phone system operation with full time receptionist without the need for back fill personnel. The back fill expense in the current fiscal year approaches \$7,000. Avoiding this cost alone would pay for the system in less than 6-years. Part of the proposed Electric Tariff changes are extended hours of the Customer Service Center prior of disconnect days. This would allow the receptionist to conduct voter registration efforts while the Center is staffed during these extended hours. In addition cross training will allow the reduction of the personnel in the future. We are seeking Council's approval to continue the pursuit of the central phone system implementation at the Customer Service Center location to be presented later-on for final Council approval.

- Facilities Maintenance

The City of Milford spends almost \$45,000 per year on contractual cleaning services. This amount does not include the equipment and supplies provided by the City. In addition the City contracts out routine maintenance services for all HVAC systems. Significant staff time is also spent on procuring equipment repair and replacement services. It appears timely to consider the retention of a facilities maintenance person in the FY16 Budget allowing ample time to cancel the existing contracts which currently run on a fiscal year to year basis. We are requesting Council's approval to reflect the budget accordingly.

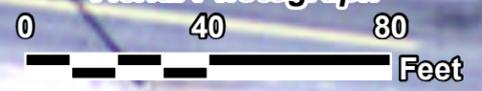
- Approval of Library Overflow Parking Option

In 2008 the PNC Bank Corporation and the Milford Public Library had executed a Revocable License Agreement for a shared parking lot lease arrangement on one of the three tax parcels owned by PNC. Subsequently the Library improved said parcel with their funds. The original lease terms were modified by PNC and the Library when the First Amendment to the Revocable License Agreement was exercised in July of 2010. In August of 2013 the City of Milford signed an Assignment and Assumption of Revocable License Agreement with PNC for the improved parcel in question. Since then Library let the lease lapse by not following the extension steps as outlined in Amendment to the Revocable License Agreement. However Ms. Hudson, the Librarian requested consideration of (10) marked spaces in the yet to be constructed parking lot on S. Washington Street. The project is funded through water SRF funds and two options are provided for Council's consideration.

May 2015

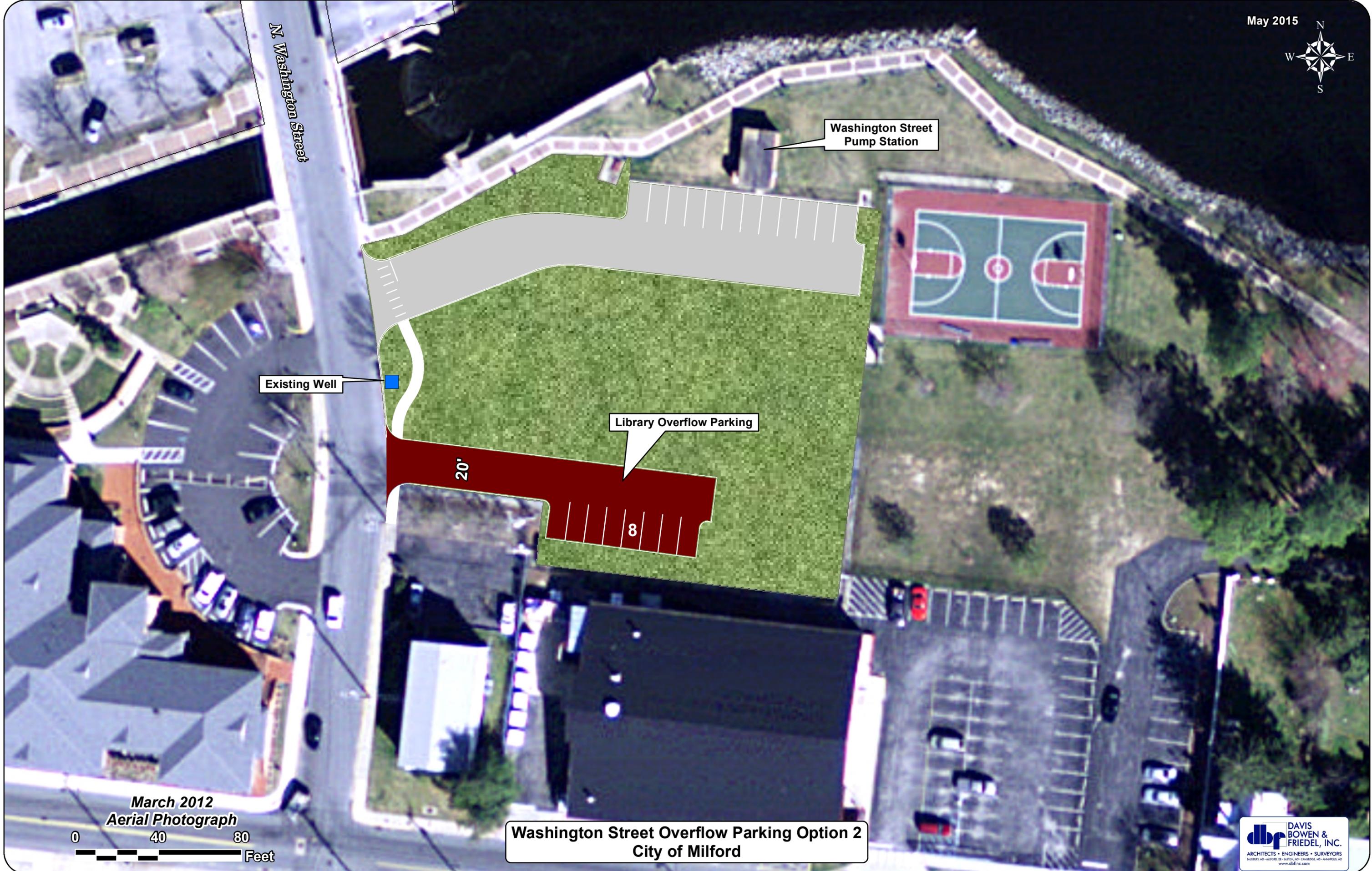


March 2012
Aerial Photograph



Washington Street Overflow Parking Option 1
City of Milford





Existing Well

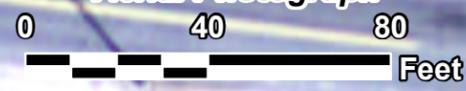
Washington Street Pump Station

Library Overflow Parking

20'

8

March 2012
Aerial Photograph



Washington Street Overflow Parking Option 2
City of Milford

- Fisher Ave. Pump Station Improvements

The Fisher Ave. pump station was constructed in 1988 and the original pumps are still in place. One pump is completely inoperable, one is in a compromised condition and only one remains fully functional. The original pumps have proven to be extremely resilient and are still being manufactured. We have contacted the manufacturer Xylem Water Solutions USA and obtained a quotation for two (2) complete pumps and one (1) motor for **\$43,512.00**. Kent County has standardized on Xylem pumps and I am familiar with the factory direct pricing. Xylem has extended the same arrangement to the City of Milford. In addition to the purchase I am requesting installation assistance through the Kent County on-call contract not to exceed **\$20,000.00** in labor and miscellaneous parts on a time and material basis at the County awarded rates. Funding for the upgrades are through the Sewer Fund Reserves. This project is part of the USDA funded Sewer Upgrade Project with a City contribution of \$400,000.00 and the expenses can be rolled into said project if approved.

- Interim Water Supply Improvements

Early on April 21st the City lost use of well 12 at the Seabury Ave. water plant. This caused a low level in the ground level reservoir which was picked up by the SCADA system. Staff alerted the well drilling contractor A.C. Schultes who responded within 36 hours. The emergency repair was completed late on Friday April 24th with the assistance of the major industries. The elevated storage tank levels were never below 70% of capacity and since the repair all systems were working properly.

In December I listed the City's priorities for 2015 and number one on the list was improvements to the water supply. It is essential for the City to keep focus on this issue until the S. Washington Street and the S.E water plants are completed. Full completion of these facilities is not expected for 15-months. In the interim Council will have to consider a number of action items.

1. The failed motor from well 12 is at Hills Electric for a complete overhaul giving us a future spare for immediate deployment in case of another motor failure. We were advised that the motor windings were burnt and the thrust bearings must be replaced. The cause of the failure cannot be determined exactly but the type of damage was not consistent with past failures indicating an installation issue. The cost to complete the rewinding of the motor, repairs to the bearings and delivery is **\$1,964.00**. I request Council approval with funding from Water Fund Reserves.

2. The City's largest water producers are wells 13 and 14. Both have identical column pipe and shafts. On April 27th Council approved in principal the procurement of one new pump that will temporarily fit both applications. A .C. Schultes' pricing for the back-up bowl assembly is **\$9,387.00** delivered. I request Council approval with funding from Water Fund Reserves. Spare motors for these wells are already on hand.

3. Council had previously approved funding for well 11R. The City has now obtained a DNREC permit for the drilling of said well. This well replaces well 11 which dropped off significantly in production. The screen material has arrived however we are still waiting on the shipping confirmation for the casing pipe. The drilling

will start on May 18th at the latest. Once completed we will have to fund the tie-in into the raw water system and the transfer of the pump unit. I am requesting authorization to complete this work out of Water Fund Reserves now in order to avoid any delays up to a not to exceed limit of **\$17,500.00**.

4. Council previously approved the purchase of a submersible well pump and motor for temporary installation in well 2 at S. Washington Street. The well pump and motor are now installed and temporarily tied to the distribution system. The disinfection system is installed and the well is ready to be used in an emergency. Please note this will only supply 50% of the one of the largest producers and we are still exposed until the other plants are completed.

- Approval of Fire Siren Elevation Change

We continued the mediation process between residents and Carlisle Fire Company regarding downtown siren use by updating the neighbors and meeting with the Fire Chief as well as the potential contractor. We are pursuing a change in elevation to the top of the water tower which would eliminate some of the sound wave reflections off the downtown buildings. Southern Corrosion the City's Maintenance Company has provided us with a quotation for the relocation only of **\$7,451.00**. In addition to this cost the Electric Department will have to assist in the power feed extension, control system relocation and the pole removal. We will have to also provide crane services for the lifting of the siren to the top of the tower. In order to accomplish the tasks we request a motion for the award to Southern Corrosion and an additional not to exceed allocation for **\$3,500.00** for ancillary services and material with funding from Water Fund Reserves.

Borrowing of Money and Issuance of Bonds

2015 Sewer Borrowing/Issuance of Bonds Timeline

DATE	REQUIREMENT
_____	City Council shall adopt resolution proposing unto the electors that money be borrowed by the City and its purpose.
(Published) _____ (Posted)	City Council shall give notice of the time and place of such public hearing upon the resolution by publishing a copy of the resolution aforesaid in at least one issue of a newspaper published in the City of Milford at least one week before the time of the hearing and by posting copies in five public places throughout City at least one week before the time fixed for said hearing.
_____	City Council shall sit in public session and at such public session vote upon a resolution giving its final authorization for the loan.
_____	If resolution giving final authorization is adopted by City Council, City Council shall pass a second resolution ordering and directing that a Special Election be held in the City of Milford not less than thirty (30) days nor more than sixty (60) days after the date of the hearing and adoption of resolution authorizing the loan
_____	City Council shall adopt USDA resolutions (2)
(Published) _____ (Posted)	City Council shall give notice of the time and place of the Special Election by posting notices in five public places at least two weeks prior to the day fixed for the holding of such Special Election, and by publishing a copy of such notice in a newspaper generally circulated in the city once each week during those two weeks immediately preceding the week in which the day the Special Election is being held.
_____	Special Election--Board shall count votes for and against the proposed borrowing and shall announce the result and shall make a certificate of the number of votes cast for and the number of votes cast against the proposed borrowing and deliver such Certificate, in duplicate, to City Council.
_____	One copy of the certificate shall be entered in the minutes of the next meeting of the City Council and the other copy thereof shall be filed with the papers of the City Council
_____	Introduction of Borrowing Ordinance
_____	Adoption of Borrowing Ordinance

**CITY OF MILFORD
FUND BALANCES REPORT**

Date: March 2015

Cash Balance - General Fund Bank Balance	\$3,546,896
Cash Balance - Electric Fund Bank Balance	\$3,746,061
Cash Balance - Water Fund Bank Balance	\$2,308,953
Cash Balance - Sewer Fund Bank Balance	\$1,134,697
Cash Balance - Trash Fund Bank Balance	\$206,498

	<u>General Improvement</u>	<u>Municipal Street Aid</u>	<u>Real Estate Transfer Tax</u>	<u>Solid Waste Reserves</u>
Beginning Cash Balance	180,573	1,097,165	1,682,971	0
Deposits			18,103	
Interest Earned this Month		153	242	
Disbursements this Month	(26,847)	(46,660)	(41,667)	
Investments				250,000
Ending Cash Balance	\$153,726	\$1,050,658	\$1,659,649	\$250,000

	<u>GF Capital Reserves</u>	<u>Water Capital Reserves</u>	<u>Sewer Capital Reserves</u>	<u>Electric Reserves</u>
Beginning Cash Balance	732,687	5,363,536	3,183,866	5,232,457
Deposits	8,616	25,705		
Interest Earned this Month	118	367	216	360
Disbursements this Month			(40,830)	(310,442)
Investments	250,000			
Ending Cash Balance	\$991,421	\$5,389,608	\$3,143,252	\$4,922,375

	<u>Water Impact Fee</u>	<u>Sewer Impact Fee</u>	<u>Electric Impact Fee</u>	<u>Economic Development Fund</u>
Beginning Cash Balance	1,242,615.00	833,743	352,540	1,027,793
Deposits	4,856	2,566	1,200	
Interest Earned this Month				
Disbursements this Month				(\$10,654)
Investments				
Ending Cash Balance	\$1,247,471	\$836,309	\$353,740	\$1,017,139

INTEREST THROUGH THE NINTH MONTH OF THE FISCAL YEAR:

General Fund	8,448	Water Fund	3,203
GF Capital Reserves	976	Water Capital Reserves	2,923
Municipal Street Aid	1,353	Sewer Fund	1,224
Real Estate Transfer Tax	1,843	Sewer Capital Reserves	1,734
Electric Fund	5,579	Trash Fund	4,602
Electric Reserves	2,896		

TOTAL INTEREST EARNED TO DATE \$34,781

REVENUE REPORT

Page Two

Date: March 2015	AMOUNT BUDGETED	MTD	YTD	75% of Year Expended YTD%
ACCOUNT				
Economic Development Fund	205,578	2,913	44,370	21.58%
General Fund Reserves	83,294	0	63,294	75.99%
Realty Transfer Tax-Police	500,000	41,667	375,000	75.00%
Real Estate Tax	3,769,010	3,186	3,683,023	97.72%
Business License	40,000	2,050	31,550	78.88%
Rental License	85,000	2,050	80,700	94.94%
Building Permits	60,000	3,703	45,581	75.97%
Planning & Zoning	17,394	0	10,757	61.84%
Grasscutting Revenue	15,000	7,200	14,400	96.00%
Police Revenues	502,000	10,220	385,614	76.82%
Misc. Revenues	267,460	8,135	150,716	56.35%
Transfers From	3,215,480	267,956	2,411,610	75.00%
Total General Fund Revenues	\$8,760,216	\$349,080	\$7,296,615	83.29%
Water Revenues	2,644,000	220,123	2,001,757	75.71%
Sewer Revenues	2,659,860	145,048	1,815,810	68.27%
Kent County Sewer	1,700,000	140,679	1,285,533	75.62%
Solid Waste Revenues	1,090,545	88,330	799,748	73.33%
Electric Revenues	24,659,500	2,461,475	19,662,081	79.73%
TOTAL REVENUES	\$41,514,121	\$3,404,735	\$32,861,544	79.16%
YTD Enterprise Expense	58,159			
YTD Enterprise Revenue	51,492			
LTD Carlisle Fire Company Building Permit Fund		107,385		

EXPENDITURE REPORT

Page Three

Date: March 2015

75% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
City Manager					
Personnel	446,455	\$38,552	291,594	65.31%	154,861
O&M	180,657	\$8,662	108,041	59.80%	72,616
Capital	14,995	\$7,497	14,995	100.00%	0
Total City Manager	\$642,107	\$54,711	\$414,630	64.57%	227,477
Planning & Zoning					
Personnel	160,127	\$4,708	45,042	28.13%	115,085
O&M	47,225	\$3,267	28,627	60.62%	18,598
Capital	0	\$0	0		0
Total P, C & I	\$207,352	\$7,975	\$73,669	35.53%	133,683
Code Enforcement & Inspections					
Personnel	147,175	\$11,086	103,204	70.12%	43,971
O&M	52,900	\$1,728	24,207	45.76%	28,693
Capital	0	\$0	0		0
Total P, C & I	\$200,075	\$12,814	\$127,411	63.68%	72,664
Council					
Personnel	31,225	\$2,099	17,757	56.87%	13,468
O&M	43,462	\$2,508	36,404	83.76%	7,058
Council Expense	17,000	\$1,745	15,425	90.74%	1,575
Contributions	211,000	\$0	71,000	33.65%	140,000
Codification	3,631	\$1,438	3,658	100.74%	(27)
Employee Recognition	9,369	\$0	9,368	99.99%	1
Insurance	31,000	\$9,163	36,670	118.29%	(5,670)
REDLG Program	60,000	\$0	0	0.00%	60,000
Armory Expenses	20,000	\$0	11,137	55.69%	8,863
Total Council	\$426,687	\$16,953	\$201,419	47.21%	225,268
Finance					
Personnel	352,620	\$26,646	253,338	71.84%	99,282
O&M	61,085	\$2,835	33,746	55.24%	27,339
Capital	0	\$0	0		0
Total Finance	\$413,705	\$29,481	\$287,084	69.39%	126,621
Information Technology					
Personnel	181,080	\$8,731	82,668	45.65%	98,412
O&M	180,765	\$93,621	154,566	85.51%	26,199
Capital	85,430	\$0	84,818	99.28%	612
Total Information Technology	\$447,275	\$102,352	\$322,052	72.00%	125,223

EXPENDITURE REPORT

Page Four

Date: March 2015

75% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Police Department					
Personnel	3,811,255	\$273,351	2,711,081	71.13%	1,100,174
O&M	499,015	\$49,681	368,292	73.80%	130,723
Capital	121,200	\$0	70,204	57.92%	50,996
Total Police	\$4,431,470	\$323,032	\$3,149,577	71.07%	1,281,893
Streets & Grounds Division					
Personnel	442,810	\$31,589	288,800	65.22%	154,010
O&M	448,132	\$27,771	339,318	75.72%	108,814
Capital	82,343	\$0	74,444	90.41%	7,899
Debt Service	20,520	\$0	19,207	93.60%	1,313
Total Streets & Grounds	\$993,805	\$59,360	\$721,769	72.63%	272,036
Parks & Recreation					
Personnel	604,225	\$44,590	420,722	69.63%	183,503
O&M	251,515	\$15,263	202,093	80.35%	49,422
Capital	142,000	\$305	139,556	98.28%	2,444
Total Parks & Recreation	\$997,740	\$60,158	\$762,371	76.41%	235,369
Total General Fund					
Operating Budget	\$8,760,216	\$666,836	\$6,059,982	69.18%	2,700,234

EXPENDITURE REPORT

Page Five

Date: March 2015

75% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Water Division					
Personnel	281,615	\$22,455	204,119	72.48%	77,496
O&M	1,045,165	\$71,647	634,728	60.73%	410,437
Capital	347,000	\$0	25,000	7.20%	322,000
Debt Service	970,220	\$466,500	770,625	79.43%	199,595
Total Water	\$2,644,000	\$560,602	\$1,634,472	61.82%	1,009,528
Sewer Division					
Personnel	281,615	\$22,454	204,106	72.48%	77,509
O&M	1,194,475	\$123,073	843,318	70.60%	351,157
Capital	612,500	\$0	28,351	4.63%	584,149
Debt Service	571,270	\$0	407,893	71.40%	163,377
Sewer Sub Total	\$2,659,860	\$145,527	\$1,483,668	55.78%	1,176,192
Kent County Sewer	1,700,000	\$142,346	1,287,191	75.72%	412,809
Total Sewer	\$4,359,860	\$287,873	\$2,770,859	63.55%	1,589,001
Solid Waste Division					
Personnel	371,835	\$27,049	265,311	71.35%	106,524
O&M	718,710	\$55,321	510,293	71.00%	208,417
Capital	0	\$0	0		0
Total Solid Waste	\$1,090,545	\$82,370	\$775,604	71.12%	314,941
Total Water, Sewer Solid Waste	\$8,094,405	\$930,845	\$5,180,935	64.01%	2,913,470
Electric Division					
Personnel	1,210,610	\$77,240	845,891	69.87%	364,719
O&M	1,723,380	\$154,399	1,103,501	64.03%	619,879
Transfer to General Fund	2,500,000	\$208,333	1,875,000	75.00%	625,000
Capital	325,855	\$10,030	102,359	31.41%	223,496
Debt Service	399,655	\$0	302,060	75.58%	97,595
Electric Sub Total	\$6,159,500	\$450,002	\$4,228,811	68.66%	1,930,689
Power Purchased	18,500,000	\$1,648,664	14,910,990	80.60%	3,589,010
Total Electric	\$24,659,500	\$2,098,666	\$19,139,801	77.62%	5,519,699
TOTAL OPERATING BUDGET	\$41,514,121	\$3,696,347	\$30,380,718	73.18%	11,133,403

INTERSERVICE DEPARTMENTS REPORT

Page Six

Date: March 2015

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	75% of Year Expended YTD%	UNEXPENDED BALANCE
Garage					
Personnel	84,085	6,397	60,878	72.40%	23,207
O&M	69,965	4,792	51,829	74.08%	18,136
Capital	40,000	0	0	0.00%	40,000
Total Garage Expense	\$194,050	11,189	\$112,707	58.08%	81,343
Public Works					
Personnel	198,550	5,003	91,552	46.11%	106,998
O&M	201,160	19,032	116,056	57.69%	85,104
Capital	6,000	0	0	0.00%	6,000
Total Public Works Expense	\$405,710	24,035	\$207,608	51.17%	198,102
Billing & Collections					
Personnel	522,210	39,800	375,725	71.95%	146,485
O&M	229,785	15,726	148,997	64.84%	80,788
Capital	0	0	0		0
Total Billing & Collections	\$751,995	55,526	\$524,722	69.78%	227,273
City Hall Cost Allocation					
Personnel	0	0	0		0
O&M	61,530	5,555	41,549	67.53%	19,981
Capital	0	0	0		0
Total City Hall Cost Allocation	\$61,530	5,555	\$41,549	67.53%	19,981

ALL COSTS SHOWN ON PAGE 6 ARE ALSO INCLUDED IN THE VARIOUS DEPARTMENTS LISTED ON PAGES 3-5 OF THE EXPENDITURE REPORT WHO UTILIZE THE SERVICES OF THE DEPARTMENTS LISTED ABOVE. INTERSERVICE FUNDS ARE ENTIRELY FUNDED BY OTHER CITY DEPARTMENTS.

MILFORD CITY COUNCIL
MINUTES OF MEETING
April 13, 2015

A Meeting of the Economic Development Committee and Finance Committee was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, April 13, 2015.

PRESIDING: Economic Development Chairman Garrett Grier

IN ATTENDANCE: Economic Development Committee:
Councilman James Starling
Councilman Chris Mergner

Mayor Bryan Shupe and Councilman Owen Brooks, Jr.

City Clerk Terri Hudson

Chairman Grier called the joint committee meeting to order at 5:31 p.m.

Downtown Milford Master Plan

Mr. Grier informed the committee that Mayor Shupe had informed him that the Delaware Economic Development Office (DEDO) had offered the city a \$24,000 grant toward the development of a strategic plan for the downtown area. The city would have to dedicate \$20,000 in funding for downtown improvements. Mr. Grier does not believe that would be a problem considering the money the city spends in the downtown area throughout the area.

Mr. Grier and Mayor Shupe had met with Ben Muldrow from Arnett Muldrow and Associates at which time he agreed to put together the application for DEDO. Since that time, he submitted a proposal to to conduct a Downtown Milford Master to create a vision for its future that will guide design, planning initiatives and strategic expenditures while focusing on economic development, tourism and the community.

Mayor Shupe noted that Milford has been getting a lot of good attention and referenced the article done by Delaware Today who referenced Milford as the next boomtown. In that article they highlighted the downtown area and shops in addition to the riverwalk.

The mayor said he was also invited to speak on behalf of the City of Milford at a National Main Street Conference in Atlanta, Georgia a couple weeks ago. He went to the conference with members of the DEDO in addition to members of downtown organizations throughout the state and the country. He said it was eye opening to see what the thousands of downtowns are doing across the nation, their plans and their visions.

At the conference, he spoke with DEDO's Downtown Delaware State Coordinator Dianne Laird and discussed his need for a strategic plan/vision for the downtown area. At that time, Ms. Laird offered a \$24,000 grant that could be used toward that downtown plan. She also informed the mayor that the city would need to provide a match of \$3,250 and dedicate \$20,000 toward its implementation and which funds would be based on what the city feels is appropriate.

Mr. Grier then confirmed that the decisions on how to use the \$20,000 can be made at a later date.

Mayor Shupe then referenced the John Rhodes (Moran, Stahl & Boyer) strategic plan that was done approximately five years ago. He said that was a valuable plan that addressed the city as a whole and outlined those businesses we need to attract and how we should retain businesses.

The mayor asked if the city could do what Mr. Rhodes had recommended and not need another plan. When he began reviewing the plan, he found there are only two pages related to Downtown Milford.

He feels it is valuable to list some of the businesses we need to attract such as restaurants, food shops, bookstores, etc.

He noted that the Arnett Muldrow and Associates plan will provide a strategic plan on how to get there. For example, the best uses downtown and how to attract those desired businesses. This will provide a game plan and what is needed to empower private businesses to make an investment in our downtown area.

Mayor Shupe said this plan is not about everything the city is going to do and everything the city is going to spend money on. But it will figure out how to create an environment where a private market wants to move to Downtown Milford. Though the city is not the one that tells someone they need to put a restaurant in a specific place, but we can create conditions to entice businesses to move there.

The mayor referenced the Muldrow plan noting there are many things it does do and in his opinion, goes the extra mile by showing how the city can make the downtown most valuable for private markets. Part of the plan will be to consider the vacant buildings in the downtown area and make a determination on its best use.

When placing businesses or parks in the downtown area, Mayor Shupe feels it is good to have vision to show something fits in lieu of throwing everything and anything in the area. This will provide a vision and strategic plan for the next twenty years.

Mr. Grier confirmed the new Coordinator of Planning and Economic Development Activities begins his employment with the city on May 4, 2015.

Mr. Grier asked if the mayor was planning to use the advisory panel (EDAP) in this process; Mayor Shupe said we can but that would be up to the Economic Development Committee. However, he also wants to use other business and community leaders. He explained that we would put together a team to help develop this plan.

The mayor continued by explaining that Arnette Muldrow and Associates would be the facilitator helping to strategically create this vision. He emphasized that we would be the ones actually creating the vision itself.

Mr. Grier recommends using the EDAP group and add to it. He does not feel it will be a full group regardless. However, that group was established under the city and a body appointed by the Economic Development Committee.

When asked if Muldrow and Associates is experienced in this area, Mayor Shupe referenced the proposal that states they have developed branding systems for 400 communities in 35 states and have helped create and implement more community identity systems than any other firm in the county.

He also advised this is the firm that created the branding a few years ago that Downtown Milford adopted that was later adopted by the city. They have also worked with Georgetown to create a branding and DEDO has used them to work with several cities throughout the state. Mr. Grier confirmed they are also working with the City of Seaford.

Mayor Shupe noted that the three cities (Seaford, Dover and Wilmington) awarded the Downtown Development Districts will also be working on a strategic plan with Arnett Muldrow and Associates. In addition, he said the city has worked with the firm to create a new branding for the city.

Mr. Brooks if Downtown Milford, Incorporated (DMI) will be participating in this master plan; Mr. Grier said they have a member on the advisory board. He recalls the panel consisted of a representative from the Chamber of Commerce, DMI, school district, a non-profit, hospital, financial institute, large industry, etc. He emphasized it was a very diverse group and once the economic development director was laid off, the panel did not meet again.

Mr. Grier recalls the last item discussed at the last meeting was that once a new economic development director would be hired, the panel would be reinstated. He feels it is important to include them in this plan.

Mayor Shupe agrees a diverse group of leaders is needed to make this plan successful. He then stated the reason he feels it is so important for the downtown is because today, downtowns have become the heartbeat of community and have brought a sense of place to a lot of communities. He emphasized a strong vibrant downtown can spur economic development throughout the town.

The mayor pointed out that does not mean the city will not be focused on other things going on. The most important aspect of this plan is the visual representation for investors or community members who express an interest.

Mayor Shupe referenced a Milford Chronicle article about him talking with some individuals/developers about the old fire house and the downtown M&T bank. During those discussions, Mayor Shupe was asked if the city had a plan and vision moving forward and something that shows the commitment for the next twenty years that they will be committing. He feels this plan will be very helpful in these conversations.

Mr. Pikus said after the article came out about the master plan, he had four different businessmen stop in his store today and each endorsed the program. However, because downtown has lot both anchors (PNC and M&T Banks), they hoped the program would result in a good mix. He referenced the "River Town, Art Town, Home Town" branding that was done by Muldrow and Associates and all four businessmen stated that Milford is not an art town. They all said that we have artisans in the town, but we have more businesses, offices, shops and restaurants that need to be focused in the sense of a broad spectrum and not just on the arts.

Mayor Shupe said he believes we will move forward with the branding but he agrees we need to consider things beyond that in order to improve on the stability of our economy. He thinks the diverse group will help so that those questions are brought up. He thinks we can use the river town, art town, home town branding along with other ideas to help the downtown.

He feels a diverse group will bring everything to the table.

When asked the timetable, Mayor Shupe advised that DEDO would like to start everything by June.

Mr. Pikus asked if another company had submitted a proposal to protect the city in case another company comes forward and complains they did not get a chance because we get that frequently. He asked if anyone else made a contact. Mayor Shupe said there was no public proposal and by our charter we do not need to because it is below \$30,000. He feels we are justified because of their success in this state.

The mayor added that as the plan is developed, every session will be public. But after the final plan is completed, he will be meeting with the city's partners which includes DMI, Chamber of Commerce and other business leaders who are in that group. He suggests they meet every quarter to ensure we are meeting the action items in the plan. If not, the group would need to come up with a resolution. In this way, the city is holding itself accountable for the money that is being spent, in addition to holding our partners accountable.

Mayor Shupe verified that this is only a proposal at this point and asked the Economic Development Committee to make a recommendation to city council at their meeting this evening. He reiterated that DEDO has proposed a \$24,000 grant of which the city will contribute \$3,250 to pay for the Muldrow proposal. In addition, the city will commit \$20,000 for implementation, at the discretion of the city.

Mr. Grier pointed out the city gives DMI more than \$40,000 a year annually in addition to a house for DMI's sole use. This is only half of that and will benefit the entire downtown.

Mayor Shupe agrees adding that as some of these big projects begin to develop and the plan is implemented, the city can access \$300,000 through the USDA's REDLG. He further explained that when we go to apply for those funds, this plan could be the primary reason to be awarded the money.

It was confirmed that the city has already allocated \$60,000 and Mayor Shupe said the official kick-off has to be tied to a project. He said the \$60,000 has not been spent and does not have to be spent, but must be allocated as an investment in the program. He said once we find a suitable project, the city will be able to apply for up to \$3,000 in grants and also \$2 million in zero percent loan. However, that is a separate project than the downtown master plan project.

The mayor referenced the proposal which includes a strategy to brand and market this plan itself throughout the state and surrounding states by showing them how Milford is growing and our vision.

He said he has also talked with Delaware Tourism. Right now the city is filling out an application that involves a grant for marketing. That could be used to market this plan as well.

Mayor Shupe said that Christine Crouch is working with him on a grant and he hopes we will be successful in having grant money to market this as well.

The mayor confirmed that DEDO wants the work started in June at the latest though he is unsure of any other time frames.

Mr. Mergner agrees a plan is needed to grow and move forward.

When asked the boundary lines, the mayor said that the downtown area will be defined as part of the process. He feels we may be able to reach out and try to work on the vacant buildings by helping other organizations to come up with the best uses by the city.

Mr. Pikus said he has had a number of people come into his office and ask about the numerous buildings previously used by Milford Fertilizer noting they are downtown. Mayor Shupe said he hopes to go through the buildings downtown and consider some potential uses. A strategy would then be developed on how to attract interested parties. For example, he feels that M&T Bank would be a great restaurant but a plan needs to be in place and Muldrow and Associates has that experience.

Mr. Mergner asked if they will assist new entrepreneurs who may be interested in investing or smaller businesses who have heard that Milford has high electricity costs. He asked how we can attract them and try to help in some manner by possibly sharing incentives. He believes it would be beneficial to consider incentive plans other towns are offering. He would like to see Milford put together a package with incentives and be clear on what we can offer to bring them to Milford. He knows that Milford's electricity costs are on the high costs as was noted in the previous strategic plan.

Mr. Mergner said he hears that from local businesses and Paul Mills from Mills Brothers said the electricity bill at his in-town store is twice as much when compared to his store north of Milford limits. Mr. Pikus said that is because he is on Delaware Co-Op which is the reason. Mr. Mergner said it does not matter but what it does is hurt Mr. Mills from growing the business here because he is paying twice as much for a smaller site and less gross profit than his store outside Milford.

Mayor Shupe thinks it will bring us to a point where we can define how we will be competitive with business locations outside of Milford, other towns and what incentives will bring businesses to Milford. He said we are working on those electric rates though other things that may impact a decision must be considered. He agrees everything is on the table.

Mayor Shupe pointed out that bringing in more businesses and more customers and properties will help reduce electric rates and property tax rates.

Mr. Grier recalled reducing electric rates approximately three years ago which was the result of the John Rhodes study who felt the city's electric rates were a deterrent to businesses. He recalls reviewing the city's electric rates with our Consultant Jay Kumar who came up with a commercial rate which came with a small savings.

Mr. Mergner moved to accept DEDO's proposal to provide a \$24,000 planning grant and the city will contribute \$3,250, as well as commit \$20,000 for implementation, to be spent as deemed appropriate by the city, seconded by Mr. Grier. Motion carried by roll call vote.

Property Value Improvement Program

Mayor Shupe said a realtor talked to him about getting together with a group of realtors to talk about the property values in this area and how they can help improve those values through the city.

He is now considering making that part of the downtown master plan and how the city can work with business owners and property owners with real estate agents to accomplish this.

Mr. Brooks said one of the problems he sees with bank foreclosed properties is the inability to maintain the property and specifically grass and weeds. He thinks that the banks would keep them properly maintained in order to attract potential

buyers. Instead the property becomes an eyesore.

Mayor Shupe then added that the downtown area included in this plan does not only involve businesses, but also the residential side as well.

Mr. Grier agrees we need to incorporate some real estate agents in this group. Mayor Shupe agrees this could then be discussed at that point.

Adjourn

With no further business, Chairman Grier adjourned the meeting at 6:08 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

Attachment: Downtown Milford Master Plan Proposal



Milford, Delaware Charrette

CONCEPTIONAL VISION PLAN PROPOSAL



“Branding is the identification, definition & creation of a system to preserve your community’s personality while catalyzing economic growth.”

ben muldrow, national branding expert





Having developed branding systems for 400 communities in 35 states, Arnett Muldrow has helped create and implement more Community Identity Systems than any other firm in the country. We firmly believe that our value in integrated public input, background in Urban Planning, and our custom tailored process of intense on-the-ground design creates a unique and dynamic energy for the implementation of a community brand system.

FIRM EXPERTISE

Arnett Muldrow & Associates is a city planning and marketing firm based in Greenville, South Carolina. We specialize in community branding, downtown revitalization, economic development, and historic preservation. As city planners as well as marketing professionals, we understand the challenges an organization faces when projecting a brand identity, and we base our recommendations on a foundation of sound planning principles and market opportunities.

With our focus on small town planning and downtown development, community identity has always been a part of our planning processes. We have developed community, county, & regional branding and marketing initiatives all over the country.



STOWE'S CORNER

LEASE AVAILABLE
FOR RESTAURANT

STOWE'S CORNER



ARNETT MULDROW TEAM

Our team members have worked on over one hundred projects with one another. For the past decade, Tripp and Ben Muldrow have collaborated on countless community branding and marketing projects. For the past five years, Tee Coker has worked on dozens of similar projects. Shawn Terpack is the newest member of our team, yet he brings with him nearly twenty years of experience in the graphic design and advertising fields.

Ben Muldrow is our community-branding specialist and a partner in the firm. Ben has a background in advertising and marketing, and provides all of our creative branding services. Over the course of his thirteen-year career, Ben has become nationally known as a pioneer in community branding.

Email: ben@arnettmuldrow.com Phone: 864.275.5892

Tripp Muldrow, AICP will be sureving as project manager. As a partner in the firm with a background in economic and downtown development, Tripp has managed projects from Albemarle to Weldon. Our ongoing relationships with these communities are a testament to Tripp's creative efforts.

Email: tripp@arnettmuldrow.com Phone: 864.915.7102

Tee Coker, AICP is an associate planner in the firm with expertise in community engagement, plan development, and wayfinding. Like the rest of the firm, Tee has extensive experience in North Carolina.

Email: tee@arnettmuldrow.com Phone: 864.608.6678

Shawn Terpack, our Art Director, has nearly 20 years in the graphic design industry. Shawn has in-depth understanding of marketing and design needs for businesses and communities of nearly every size size.

Email: shawn@arnettmuldrow.com Phone: 864.593.4996





QUALIFICATIONS

Arnett Muldrow has emerged as the Nation's leader specializing in marketing and branding for communities in the context of creating economic vitality. Unlike a typical advertising or marketing agency, we are a planning firm that understands the complexities of community issues. Our branding and marketing efforts combine the sensitivity of planning with the expertise of a professional graphic artist and marketing specialist.

Our experience speaks for itself:

- *To date we have completed branding and marketing plans for over 400 communities in 35 states.*
- *We have created more brand identities in America than any other firm.*
- *Speakers at the National Main Street Conference on Community Branding in 2005 Albuquerque, 2007 Seattle, 2009 Chicago, 2010 Oklahoma City, 2011 Des Moines and 2014 Detroit. We have conducted eight national sessions on community branding at the conclusion of the 2014 conference.*
- *The Virginia Main Street Program selected Arnett Muldrow & Associates to teach the Main Street 101 course on community marketing and branding.*
- *The Downtown Promotion Reporter, a national trade publication on marketing downtowns, has named Ben Muldrow a "branding guru" in a 2004 article on community logos and conducted a follow up article featuring Arnett Muldrow's work in 2010.*
- *Speakers at the Iowa, North Carolina, South Carolina, Virginia, Vermont, Maine, Illinois, and Wisconsin Main Street Conferences and the 2008 and 2012 Destination Downtown Conferences (MS, LA, and AR) on community branding.*
- *Mississippi, Iowa, and Vermont's Main Street Programs have selected Arnett Muldrow to conduct Main Street manager training on community branding at its annual managers meeting.*
- *The National Trust for Historic Preservation has used Arnett Muldrow & Associates for branding services in Macon, Georgia and Detroit, Michigan and we have continued to work with the National Trust for Historic Preservation on branding packages for regional heritage corridors in Arkansas and Kentucky.*
- *Both our Arkansas Delta logo and recommendations and our Atchafalaya marketing video were featured on NBC news in July 2011.*



WHY ARNETT MULDROW?

Much of our work is for local governments and non-profit revitalization organizations that do not have unlimited budgets for marketing and branding. We recognize the limitations that this places on implementation and prepare creative solutions to deal with these issues. We know the “tricks of the trade” to develop affordable but highly effective products. We are committed to producing quality. In addition, we have a proven track record of follow through with a variety of implementation options. Some of our recommendations have gone on to become major marketing initiatives for communities, including a recent film for the Atchafalaya National Heritage Area and a major campaign for Staunton, Virginia launched in Washington, DC. Our clients have included Main Street Programs, Towns and Cities, Chambers of Commerce, and Economic Development Agencies.



PURPOSE

The Town of Milford desires to conduct a Downtown Master Plan Charrette in order to create a coordinated and compelling vision for its future that will guide design and planning initiatives and strategic expenditures in the public realm with a focus on economic development, supporting tourism, and strengthening its sense of community.

Arnett Muldrow & Associates is proposing to facilitate a holistic planning charrette as a way to identify Milford's unique character and provide implementation strategies for the nature and priority of public realm expenditures intended to stimulate private sector investment. Specifically, the Charrette will address the following:

MARKET ANALYSIS

- Conduct a downtown retail market analysis to understand the market opportunities and challenges to help guide marketing and promotional activities of Milford and its economic development program and economic development partners.
- Market analysis would include zip code surveys, retail leakage analysis, retail capture analysis, trade area analysis, median household income research, general demographic analysis, retail shares analysis, etc.
- Summarize market analysis data with target markets identified.
- Prepare strategic economic development recommendations based on the findings of the market analysis and tourism plan.
- Develop strategic recommendations for public incentives to stimulate private investment.
- Make a formal presentation of the market analysis findings at the conclusion of the charrette.
- Provide all market analysis data and interpretation in the final report.



PHYSICAL DESIGN & PLANNING

- Develop conceptual design recommendations for the issues and opportunities identified in the meeting with the Steering Committee. These issues and opportunities could include, but would not necessarily be limited to:

- Gateway treatments to announce arrival into Milford, especially along 1 and 113 but not limited to those locations.
- Highway 1 thoroughfare treatments that would enhance corridor attractiveness and foreshadow the historic downtown.
- A comprehensive wayfinding signage system to guide the visitor through the community and to key assets/sites in a consistent and attractive manner. This is especially critical to fight against the tunnel vision dynamic of travelers trying to rush to the beach.
- Connectedness to, and enhancement of, strategic currents assets such as downtown, nearby residential neighborhoods, parks, library, etc.
- Strategic redevelopment sites for adaptive reuse or infill development
- Downtown revitalization strategies (in support of existing initiatives and the proposal of new tactics to further strengthen the core of the community)
- On-site property owner consultations from both an architectural and planning perspective along with the development of architectural renderings and site development vignettes to populate the master plan with 'real' projects
- Strategies to address vacant, abandoned, and/or dilapidated buildings
- Streetscape designs and enhancement techniques
- Facade enhancements and grant strategies
- Parking analysis and design
- Parks and open spaces
- Other design, planning and preservation issues as identified by the team, the Steering Committee and/or the Town of Milford.

BRANDING & MARKETING

- Our community branding expert will study Milford and its environs to understand the assets it uniquely possesses and create graphic design elements that capture the essence of its place. In addition to a comprehensive system that will meet the basic needs of the community such as logos, taglines, web sites and marketing collateral, our brand experts will also make strategic suggestions for brand extension, utilizing branding to create identities for proposed developments or redevelopments, create marketing pieces in specific response to the market analysis, and ad concepts that can promote Milford for tourism, community pride, retail retention and recruitment, etc.



- We are also pleased to work with any additional entities (e.g. Chambers of Commerce, City Hall, economic development entities, etc.) that might want us to take a fresh look at their respective brands and suggest enhancements to coordinate with the overall Milford brand system.
- We will also provide a consistent graphic design approach to the promotional events and festivals that take place in the area to ensure a professional approach is being taken to all promotional pieces.
- The graphic identity system for these entities and activities could include branding and marketing logos and taglines, marketing pieces (brochures, letterhead, etc), advertisement pieces (thematic ads, image ideas, etc.), wayfinding or directional sign systems, as well as other graphic design ideas that capture the ‘essence of Milford’ and the organizational entities that support the community.
- Develop marketing collateral and strategies that support the economic development recommendations of the market analysis.
- Provide all branding and marketing graphic design collateral in a variety of formats to the client in the form of a comprehensive resource jump drive.
- Provide all digital photographs to the community royalty-free.

IMPLEMENTATION STRATEGIES

- Develop an implementation strategy that will provide a clear, phased, and prioritized road map for accomplishing the recommendations of the charrette. The implementation strategy would also include documentation of potential funding sources related to many of the key recommendations.
- Provide written documentation of all implementation recommendations.
- Provide a prioritized “to-do” list of recommendations in the form of an Implementation Strategy Board to give the Town, the committee and other economic development agencies a tangible road map for “next steps.”
- Provide the Town of Milford with a listing and description of potential funding sources that may be applicable in the implementation phase.



PROJECT TEAM

Arnett Muldrow & Associates

Arnett Muldrow & Associates (AMA) is an Urban Planning, Economic Development, and Community Branding firm based in Greenville, SC, Seattle, WA and Milford, Delaware. The firm was created to help communities that want to rebuild their aging downtowns, reinvigorate their urban neighborhoods, and create economic development opportunities. AMA works very closely with their clients to define the planning issues for their communities. Whether their solutions focus on economic development strategies, retail market research, urban design, or branding and marketing, they craft custom processes for each community built around three strategies: a commitment to stakeholder involvement, economic-development based solutions, and plans that get implemented. Ben Muldrow will represent the firm in Milford.

Community Design Solutions

Randy Wilson established Community Design Solutions (CDS) as a community-based planning firm devoted to delivering creative, asset-based design services for community building. The firm specializes in charrette facilitation, photo re-rendering, Main Street services, and general design, planning and preservation services. Prior to forming CDS, Mr. Wilson served as the full-time architect for the South Carolina Main Street program. In 2008, Mr. Wilson became the Director of Design Services for the Mississippi Main Street Association. In this role he played an instrumental role in leading design and planning teams along the Gulf Coast in the wake of Hurricane Katrina's destruction. To date he has facilitated over 200 design and planning charrettes nationwide. Randy Wilson will be the project manager for the duration of the effort in Milford. He will be the primary point of contact between Milford and the project team and within the team.

Mahan Rykiel & Associates

Andy Kalback is a talented landscape architect with over twenty years of professional experience. His diverse abilities include urban design, land planning, landscape architecture, illustration, and graphic communications. Andy has a specific expertise in quick and collaborative conceptual design, particularly within the strategic development of downtown and waterfront master plans and revitalization projects. In this capacity, he has extensive experience in working with and assisting downtowns in the creation and communication of their future vision through master plans, design charrettes, and developmental strategies.



APPROACH

The design team prides itself on listening to the communities they serve and crafting appropriate design solutions that capitalize on the unique assets each community possesses. There are no shortcuts to listening, nor are there any “cookie-cutter” design approaches that can fit every community. Additionally, for too long designers believed that solely addressing physical design issues would transform a community. Our team believes a holistic approach to the planning of a community is imperative and at a minimum one must consider the economy, the marketing, and the physical conditions of a place as well as clear, practical implementation strategies to move planning from the realm of idea to reality. This holistic approach is described below:

We believe the best plans occur by creating them in concert with those citizens who will be directly affected by them. Our techniques for participatory planning have involved hundreds of thousands of individuals throughout the United States. In concert with your direction, we will craft an approach that will garner the best information from the most people possible. This will ensure the vision for Milford’s future is shared by its participating citizens and not applied externally, or solely, from its leadership.

The best plans in the world are of no practical value if they do not tangibly affect the lives of the residents of Milford. Moreover, we want to help you effectively recruit additional business, tourists, shoppers and residents. Our team will inform you of your ideal target markets and develop marketing approaches that will enable Milford to communicate its unique messages in compelling ways.

For too long design professionals have relied on the same techniques to present their ideas. While we rely on many of these time-tested techniques such as hand-drawn diagrams, plans, and sections as well, we also realize that a large portion of the general public simply cannot understand them. Our team has one of the nation’s premier experts in the field of photo-rendering. Using image editing software, coupled with knowledge of downtown revitalization principles, our team utilizes this state-of-the-art technology to present proposed design changes and future visions of a community in an easy-to-understand “before & after” photographic medium.

What good is a plan if you don’t know how to implement it? Our team will strive to make the process from design to implementation as complete and understandable as possible. We will guide you in creating a critical path matrix that will outline specific “next steps” and measurable outcomes. The “Implementation Strategy Board” becomes the de facto road map and report card to direct and monitor progress so that the job gets done.



PROCESS

Arnett Muldrow and its team members will facilitate public input sessions to gather information to guide the team in making its recommendations. Most input sessions will be open to the general public while some will also target specific interest or stakeholder groups. Specific groups from the study areas to be targeted could include merchants, property owners, students, local government, the general public, recreational, cultural and tourism groups, the faith-based community, etc.

We try to talk with key property owners, business and building owners, and leaders of community groups, and others as desired by the Steering Committee and/or the Town of Milford. We have found that one-on-one meetings allow for candid and frank discussions of issues (*while also potentially engaging naysayers in a positive way*).

We like to mix and match individual interviews with focus group meetings that may include existing boards and commissions as well as more informally assembled thematic meetings. Typically the round-tables meetings include real estate, civic groups, neighborhood advocates, and merchant groups. We also like to meet with the youth of a community to garner their input on downtown. Frequently, we have found that students and young people have keen insight on a districts strengths and weaknesses. We may also want to assemble a focus group of “non-users” of downtown Milford to assess their perceptions of the district.

We will work closely with the Steering Committee to identify the people to be interviewed but will rely on the client team to set the appointment times with the interviewees.

After the public input and property owner consultations are conducted, the team deliberates to discuss the emerging issues, market analysis observations and key design opportunities to be addressed by the team. During the remaining portion of the charrette, the designers will develop the plan graphics. The graphics will include an overall master plan map, detailed plans of selected target areas in downtown, and photo renderings of specific sites and buildings. We have found that photo-renderings of key projects provide an excellent way for the public to see realistic before and after images of the recommendations being made. Oftentimes these before and after renderings combine images from the marketing and the physical plan. The plan will pay particular attention to the identification of gateways, infrastructure needs, and streetscape suggestions and discuss these in terms of aesthetics, visitor experience, placemaking features, visibility of businesses, historic qualities, etc.



We will also recommend strategic economic development strategies and approaches. Our team will showcase the economic development opportunities and funding options available for downtown and use a series of peer community projects as examples. Our Main Street expertise allow us to specifically focus on do-able initiatives that further a greater vision for downtown. These recommendations will be rooted deeply in the market analysis data and our professional observations of your community.

The Arnett Muldrow team is committed to not only the completion of a dynamic plan during the course of the charrette but more importantly in the implementation of the plans in the future. Because of this commitment, we will evaluate organizational, programmatic and funding issues that will be necessary for the successful implementation of the plan. The project team will work through the concepts and strategies developed in the plan with the key stakeholders. This is the point where we gather buy-in for the recommendations and agree on a consensus strategy for implementation. Where necessary, preferred directions will be chosen for the effort. Most of the recommendations will revolve around project, policy, and promotional efforts and will mirror the Main Street Model in their division of duties.

The plan recommendations will be presented in an implementation matrix that we call an “Implementation Strategy Board” that will identify projects, establish times frames, suggest lead organizations and ensure accountability. The “Strategy Board” condenses the major recommendations of the project into a single worksheet that can be used by all partners in the plan. We will provide Milford with an initial one-year action agenda, a two to three year agenda, and a long-term agenda that could identify projects up to a ten-year horizon. Many communities use this strategy as a de-facto work plan to engage partner organizations and focus the efforts of the organization.

The charrette team’s response to the issues facing Milford will be in graphic, computerrendered, and written form to be shown at a public presentation at the conclusion of the charrette. All photos taken during the charrette will be supplied to the Client with copyrights waived by the team members. A final electronic report will be provided to the Town and will include all graphics and recommendations. The report will also be provided on USB jump drive along with the PowerPoint presentation used at the public presentation.





RESPONSIBILITIES of the Design Team

- Assemble a team of professionals to deal with opportunities and challenges outlined within this proposal.
- Facilitate the input sessions and record the input.
- Develop market analysis-based economic development recommendations, branding and marketing collateral, design and planning deliverables, and initial implementation recommendations during the charrette.
- Develop a public presentation of findings and recommendations at the conclusion of the charrette.
- Create a populated Implementation Strategy Board that will be distributed to key stakeholders.
- Provide all design collateral produced for the charrette to the Client in electronic format within 60 days of the charrette.

RESPONSIBILITIES of Milford, Delaware

- Conduct an orientation session and community tour to familiarize the team with the community and its issues.
- Identify and notify key stakeholders to be present at the charrette.
- Advertise the charrette to recruit the general public.
- Work with Arnett Muldrow to arrange an interview schedule with the public and relevant parties that enables the team to obtain necessary information.
- Provide base maps and aerial photographs at various scales from which the team can work.
- Provide a suitable space to conduct the charrette including a place to gather input and to work. This can be the same space and needs to be comfortable, conditioned, include tables and chairs, have electrical power, high speed Internet connectivity, and access to restrooms.
- Provide nominal refreshments (coffee, water, soft drinks, danish, fruit, etc.) for the team (and general public if you so desire) during the course of the charrette.

PROJECT FEE

The team will conduct a Downtown Master Plan Charrette for Milford, DE as described herein above for a total lump sum fee of \$27,250. The fee is all-inclusive of professional fees and project-related expenses.



FIRM CREDENTIALS AND EXPERIENCE

At Arnett Muldrow & Associates, we are committed to making better communities. Based in Greenville, South Carolina, Arnett Muldrow & Associates was created in 2002 to help communities that want to rebuild their aging downtown, reinvigorate their urban neighborhoods, and create economic development opportunities in growing metropolitan areas. Our team of professionals has worked in communities large and small from St. Albans, Vermont to Pleasanton, California. We are a six-person firm that focuses on client service.

OUR PROCESS

We work very closely with our clients to define the planning issues for their communities. Whether our solutions focus on an economic development strategy, retail market research, urban design, or historic preservation – we craft a custom process for each community built around three strategies:

Commitment to Stakeholder Involvement

Without the involvement of key stakeholders including the public, a project is destined for the dusty shelf. Our public process depends on listening to our clients and we're not afraid to use creative methods to hear what they have to say.

Economic Solutions

Any plan can offer a vision for the future of a community. At Arnett Muldrow & Associates, we back the vision with thorough and thoughtful research into the economics that lead to implementation. Our research typically includes detailed retail market assessment and demographic analysis followed by real marketing solutions because getting the word out can be as important as crafting the plan.

Plans that Get Implemented

All of our planning efforts include detailed implementation strategies and action plans that detail the who, what, how, and when for every plan recommendation.

OUR SERVICES

Town Planning

- Downtown master plans
- Special district and neighborhood master plans
- Commercial corridor plans & redevelopment guidelines

Economic Development

- Retail market assessment for downtowns, commercial districts and sites
- Community partnership development for revitalization and economic development
- Economic and community development strategies and financing plans
- Tax Increment District Redevelopment Plans

Community Branding and Marketing

- Community image packages including logos & taglines
- Marketing plans including collateral material & web pages
- Wayfinding and environmental sign concepts

Historic Preservation

- Historic preservation planning
- Creation of local and National Register historic districts
- Design guideline documents and overlay districts



COMMUNITY MARKETING AND BRANDING EXPERIENCE

Arnett Muldrow has emerged as one of the nation's leaders specializing in marketing and branding for communities in the context of creating economic vitality. Unlike a typical advertising or marketing agency, we are a planning firm that understands the complexities of community issues. Our branding and marketing efforts combine the sensitivity of planning with the expertise of a professional graphic artist and marketing specialist. Our experience speaks for itself:

Speakers at the National Main Street Conference on Community Branding in 2005 Albuquerque, 2007 Seattle, 2009 Chicago, 2010 Oklahoma City, and 2011 in Des Moines. We have conducted eight national sessions on community branding at the conclusion of the 2011 conference.

Speakers at the Iowa, North Carolina, South Carolina, Virginia, Vermont, Maine, Illinois, Washington and Wisconsin Main Street Conferences and the 2008, 2009, 2011 and 2012 Destination Downtown Conferences (MS, LA, and AR) on community branding.

The Virginia Main Street Program selected Arnett Muldrow & Associates to teach the Main Street 101 course on community marketing and branding.

Mississippi, Iowa, and Vermont's Main Street Programs have selected Arnett Muldrow to conduct Main Street manager training on community branding at its annual managers meeting.

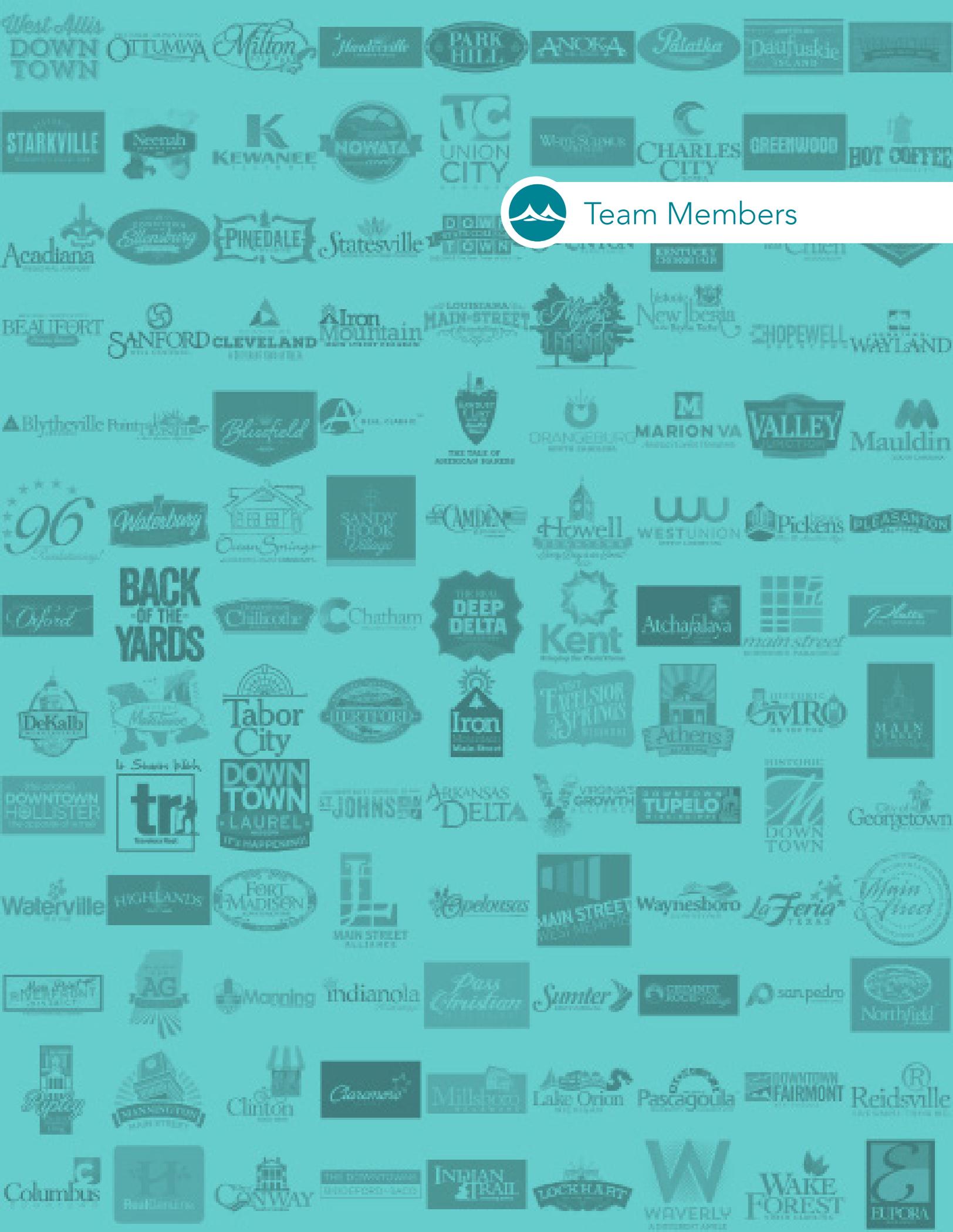
The National Trust for Historic Preservation has used Arnett Muldrow & Associates for branding services in Macon, Georgia and Detroit, Michigan and we have continued to work with the National Trust for Historic Preservation on branding packages for regional heritage corridors in Ohio, Arkansas and Kentucky.

In the summer of 2011 branding work completed by Arnett Muldrow was featured both on ABC World News Tonight (Delta Made in Arkansas), and the Today Show (the Atchafalaya National Heritage Area in Louisiana).

To date we have completed market assessments, branding and marketing plans for over 300 communities in twenty-eight states: AL, AR, CA, DE, FL, GA, IL, IN, IA, KY, LA, ME, MD, MI, MN, MS, MO, NC, OH, OR, PA, SC, VT, VA, WV, WA, WI, and WY.

Much of our work is for local governments that do not have unlimited budgets for marketing and branding. We recognize the limitations that this places on implementation and prepare creative solutions to deal with these issues. We know the "tricks of the trade" to develop affordable but highly effective products. We are committed to producing quality. In addition, we have a proven track record of follow through with variety of implementation options. Some of our recommendations have gone on to become major marketing initiatives for communities including a recent film for the Atchafalaya National Heritage Area and a major campaign for Staunton, Virginia launched in Washington, DC. Our clients have included Main Street Programs, Towns and Cities, Chambers of Commerce, and Economic Development Agencies.

We are proud to have been part of community market assessment, marketing, and branding programs for communities and regions across the United States. We are passionate about what we do and share that passion with the communities in which we work. We encourage you to visit www.arnettmuldrow.com to further explore our references and case studies.



Team Members

West Allis
DOWN TOWN

OTTUMWA

Milton

Monticello

PARK HILL

ANOKEA

Palatka

Dakotuskie ISLAND

WHEELERSVILLE

STARKVILLE

Neerah

K KEWANEE

NOWATA

JO UNION CITY

Waverly

CHARLES CITY

GREENWOOD

HOT COFFEE

Acadiana

Salisbury

PINEDALE

Statesville

DIXON

CHICKEN

BRISTOL

CHICKEN

CHICKEN

BEAUFORT

SANFORD

CLEVELAND

Alton Mountain

MAIN STREET

LEGENDS

New Iberia

CHOPWELL

WAYLAND

Blythesville

Blount

Blufffield

REAL ESTATE

THE STATE OF AMERICAN FLAGGERS

ORANGEBURG

MARION VA

VALLEY

Mauldin

96

Waterbury

Cherry Springs

SANDY HOOK College

CAMDEN

Howell

WEST UNION

Pickers

PULASKI

DeFord

BACK-OF-THE-YARDS

Chillicothe

Chatham

DEEP DELTA

Kent

Atchafalaya

main street

7th

DeKalb

La Sierra Park

Tabor City

HICKORY

Iron

EMERSON SPRINGS

Athens

VIRO

WALNUT

DOWNTOWN HOLLISTER

tr

DOWNTOWN LAUREL

JOHNS

ARKANSAS DELTA

VERNON GROWTH

TUPELO

HISTORIC DOWNTOWN

Georgetown

Waterville

HIGHLANDS

Fort MADISON

MAIN STREET ALLIANCE

Apalachicola

MAIN STREET

Waynesboro

La FERIA

Main Street

NEWPORT

AG

Morning

Indianola

Pass Christian

Sumter

DEWITT

san pedro

Northfield

Rocky

MANSON TOWN

Clinton

Claremore

Millsboro

Lake Orion

Pascagoula

FAIRMONT

Reidsville

Columbus

Red Bluff

CONWAY

THE DOWNTOWN BUCKINGHAM

INDIAN HILL

LOCKHART

WAVERLY

WAKE FOREST

EUFORA



Ben Muldrow, Partner, Community Branding Specialist

Ben Muldrow is a dynamic speaker, innovative downtown advocate and talented graphic artist with experience in a wide variety of marketing applications. He provides community identity and branding services for communities across the United States. Ben has worked on a number of projects specializing in the development of city and neighborhood identities, wayfinding strategies, and promotional marketing material. The *Downtown Promotion Reporter*, a national trade publication on marketing downtowns, called Ben a “branding guru” in a 2004 article on community logos. He also has been published in the National Trust’s *Forum Journal* on Rural Preservation Through Branding. Ben has been a speaker at the 2004, 2007, 2009, 2010, 2011, 2013, 2014 and 2015 National Main Streets Conference on community branding.

Education

Bachelor of Arts, University of South Carolina (2000)

Speaking Engagements

*2015 Keynote Speaker at Mississippi Event Conference
 2014 Oakland County Main Street Managers Training
 2014 Destination Downtown- Ocean Springs Mississippi
 2013 Revitalize Washington Keynote
 2013 Maryland Economic Development Association Keynote
 2013 Oregon Main Street Conference
 2013 Virginia Tourism Conference
 2013 Oklahoma Main Street Training
 2013 National Main Street Conference
 2012 Destination Downtown Keynote
 2012 AL/MS Rural Tourism Conference
 2011 National Main Street Conference
 2011 AL/MS Rural Tourism Conference
 2010 North Carolina Main Street Conference
 2010 National Main Street Conference
 2009 Iowa Downtown Summit
 2009 National Main Street Conference
 2008 Destination Downtown- Louisiana, Mississippi, Arkansas
 2007 National Main Street Conference
 2007 Illinois Main Street Conference
 2007 Mississippi Main Street Training
 2005 Louisiana Main Street Training
 2004 National Main Street Conference*

Experience

2002-Present - Arnett Muldrow & Associates, Greenville, SC

Provides graphic design, community branding, and economic development marketing strategies for Arnett Muldrow & Associates and their clients.

April 2001-April 2002 - ShowCase Marketing Art Director

Developed City Marketing Department , Directed Minor League Sports Marketing Program Maintained Creative Department Archiving System Created collateral for 17 clients in continuous relationships.

April 2001-Nov 2001- NewSouth Communications Strategic Branding Manager

Managed all print and sales collateral, Maintained and redesigned Intranet and Internet sites. Developed web growth plans, and inventory control strategies Rebuilt sales support structure and cut overall printing costs

October 1999- May 2000-Gillespie Agency Art Director

Produced Ads for Bellsouth Mobility, Ducane Grills, and twelve other clients. Kept track of external expense File Preparation for external outputs, Photo Shoot management and prop selection

May 1998-October 1999-College of Engineering, USC Art Director

Managed quarterly publications and yearly publication budget Designed internal and external advertising. Organized news events and developed promotions for them , Maintained the Mac network and handled hardware and software upgrades solutions because getting the word out can be as important as crafting the plan.



Tripp Muldrow, AICP, Principal

Tripp Muldrow is an accomplished urban planner with seventeen years experience in a broad range of areas in the planning profession. Tripp's focus has been linking planning and urban design projects with successful economic development and community revitalization strategies in small and medium sized communities.

Tripp has authored downtown market studies, neighborhood master plans, tourism development plans, economic development strategies, and community marketing plans for over 100 places in eighteen states. He has also worked "on the ground" implementing these plans as an urban economic developer working for cities, redevelopment authorities, and Main Street programs. Tripp is a skilled public facilitator and talented writer. He is equally comfortable conducting public meetings, facilitating community groups, writing technical reports, and distilling complex technical information for general audiences..

Tripp has served on the faculty of the South Carolina Mayor's Institute for Community Design and has lectured at Clemson University, the University of Georgia, and conducted sessions for the South Carolina Advanced Symposium for Economic Developers. Tripp is passionate about the communities where he works and stays involved in his own community where he is a past president of the South Carolina American Planning Association chapter, a former vice-chairman of the Greenville City Planning Commission, and as a member of the Board of Regents for Leadership Greenville.

Education

Master of City and Regional Planning, Clemson University (1996)

Bachelor of Arts, English, Clemson University (1993)

Speaking Engagements

2005 National Main Street Conference

2007 National Main Street Conference

2010 National Main Street Conference

2010 Destination Downtown

2012 Destination Downtown

Experience

2002-Present – Arnett Muldrow & Associates

Principal, Greenville, SC

Performs downtown and community master planning with specialization in economic development and market analyses.

2000-2002 – MCA Urban Planning

Director of Urban Planning, Greenville, SC

Managed the Urban Planning program at MCA, a division of the 35-person Architecture firm located in Greenville, South Carolina.

1998-2000 – LDR International, Inc.

Project Manager/Associate, Columbia, MD

Managed planning projects in cities across the Southeast including Columbia, SC; Macon, GA; Gulf Shores, AL; and Newport News, VA.

Coordinated economic development plans for master planning efforts.

1995-1998 – City of Greenville, South Carolina

Economic Development Specialist

Responsible for planning in the City's West End district, a once declining neighborhood that has emerged as the City's arts and education district.

Also worked with commercial corridor planning and historic preservation planning for the city.

Professional Memberships

American Planning Association

American Institute of Certified Planners

National Trust for Historic Preservation



Tee Coker, AICP, Associate Planner

Tee Coker is a certified planner who has managed or contributed to Arnett Muldrow projects in twenty-one states. His projects have included downtown market studies, city and countywide wayfinding plans, community branding and marketing initiatives, historic preservation plans, downtown and neighborhood master plans, regional tourism strategies, community education and outreach programs, and ongoing economic development services.

Tee is a gifted writer whose academic background provides him the ability to synthesize information and provide concise analyses of complex situations. He is also a skilled facilitator, interviewer, and speaker who enjoys workshops and stakeholder engagement. Tee brings to bear knowledge of current urban planning practices and technologies, and is skilled in Geographic Information Systems (GIS) software and Adobe Creative Suite graphic design software.

Education

Master of City and Regional Planning, Clemson University (2010)
Master of Arts, History, Clemson University (2005)
Bachelor of Arts, History, Furman University (2001, Magna Cum Laude, Phi Beta Kappa)

Speaking Engagements

2014 National Recreation and Parks Congress
2013 Main Street South Carolina Conference
2013 Clemson University PRTM Conference
2013 Clarendon County Chamber of Commerce Retreat
2012 Clarendon County Chamber of Commerce Retreat
2011 Opportunity Chatham Annual Meeting

Experience

2010-Present - Arnett Muldrow & Associates

Professional Planner, Greenville, SC
Performs downtown and community master planning with specialization in community development and wayfinding.

2009-2010 - Arnett Muldrow & Associates

Planning Intern, Greenville, SC
Performed market analyses, developed professional reports, conducted community research, and contributed to planning projects.

2008-2009 - Clemson University

Graduate Assistant, Clemson, SC
Performed research and facilitated recruitment of prospective students.

Professional Memberships

American Planning Association
South Carolina Chapter of American Planning Association



Shawn Terpack, Art Director

Shawn Terpack has been honing his design skills since stumbling across a copy of PhotoShop nearly 20 years ago. Even before graduating from college, he secured a position with an international textile manufacturer where he was responsible for everything from product photography to advertising design and catalog production. Since then, he has overseen the design and production of numerous real estate magazines spanning the east coast and worked with many clients, both large and small, to create compelling advertising campaigns for The Greenville News and their various physical and digital products.

Education

Associates in Graphic Communication, Piedmont Technical College (2001)

Experience

2014-Present - Arnett Muldrow & Associates

Art Director, Greenville, SC

*Design marketing collateral and branding materials for communities.
Streamline workflow and file management.*

2011-2014 The Greenville News

Creative Designer, Greenville, SC

Created custom advertisements for existing and potential clients across a broad range of media to maintain and increase sales revenue.

2002-2010 - Homes & Land Magazine

Graphic Designer / Production Manager, Greenville, SC

Performed research and contributed to planning projects.

2000-2002 - The Rug Barn

Advertising Design Director, Abbeville, SC

Designed advertising campaigns and marketing materials. Oversaw product photography and catalog production.

Professional Recognition

South Carolina Press Association

1st Place - 2013 Advertising Awards

2nd Place - 2013 Advertising Awards

The Greenville News

1A Award for Outstanding Design



Ben Muldrow's work is exceptional and he has proven over and over he can deliver. His product is by far the best I have ever seen and he has a way of catching the essence of the town he is working with.

Jan Miller, Central District Director, Mississippi Main Street
(662) 364-0435 or jmiller@msmainstreet.org

I have worked with Ben for several yeas in various settings and I am always amazed at how quick his mind works. I feel my creative juices flowing just by being in the same room with him. No matter what kind of project we are working on, he has a unique ability to understand what the client is looking for in a design or message even when the client is not clear on the direction.

In a group setting, I love to hear the "ooing and aaahing" when Ben reveals his proposals. The greatest joy is seeing Ben's work implemented. That is when you truly know you have a talent at work.

Bepie LeGrand, Executive Director, Main Street SC
blegrand@masc.sc

Ben is a creative, dynamic, and enthusiastic designer.
His energy level is engaging and inspiring.
His design of the Staunton brand and logo system couldn't have been more fitting for our community and his personal approach to the project was reassuring. Ben's level of service exceeded the expectations of our contract for services and he continues to be a valuable resource, well after project completion.

Amanda N. Huffman, Assistant Director Economic Development, Staunton, Virginia
(540) 332-3869 or HuffmanAN@ci.staunton.va.us

"Working with Ben Muldrow was a valuable experience.
Ben's creative talents easily carried us through what staff considered a huge project. His professionalism, productivity, and organizational skills guided us along the way to a wonderful product. Ben not only impressed staff with his talents, but valuable community stakeholders, which was vital.

We are very pleased with the results!"

Pam Bowman - City of Anoka Communication Director, Minnesota
(763) 576-2725 or pbowman@ci.anoka.mn.us



The Communities We Serve | MASTER PLANS & BRANDING

South Carolina

Aiken
Allendale
Anderson
Arcadia Lakes
Aynor
Barnwell
Batesburg Leesville
Bennettsville
Blythewood
Brutontown
Cayce
Central
Chapin
Cheraw
Chester
Chesterfield
Clinton
Conway
Daufuskie Island
Dillon
Easley
Florence
Gaffney
Georgetown
Great Falls
Greenville
Greenwood
Greer
Hampton County
Honea Path
Jasper County
Johnsonville
Lake City
Lancaster
Laurens
Marion
Mauldin
Newberry
Ninety Six
Pacolet
Pageland
Pickens
Ridgeland
Saluda
Spartanburg County
St. Matthews
St. Stephen
Summerton
Travelers Rest
Union
Walhalla
Ware Shoals
Woodruff

North Carolina

Albemarle
Badin
Burlington
Canton
Clayton
Concord
Davidson
Eden
Edenton
Franklin

Hendersonville
Huntersville
Indian Trail
Lake Lure/
Chimney Rock
Marion
Maysville
Morganton
Mount Airy
Pineville
Reidsville
Rutherford Co.
Salisbury
Sanford
Shelby
Spindale
Statesville
Tabor City
Wake Forest
Waynesville

Virginia

Abingdon
Amherst
Altavista
Big Stone Gap
Blacksburg
Blackstone
Bluefield
Buena Vista
Culpeper
Dillwyn
Fries
Gate City
Gloucester
Hamilton
Harrisonburg
Haysi
Independence
Jonesville
Leesburg
Luray
Marion
Nelson County
Pound
Purcellville
Rocky Mount
Scottsville
South Boston
Southern Gap
Staunton
Sterling
Warrenton
Waynesboro
West Point
Wise

Vermont

Brattleboro
Burlington
Rutland
Springfield
St. Albans
Waterbury
Vermont Preservation
Trust

Wisconsin

Chippewa Falls
De Pere
Fond du Lac
Manitowoc
Marshfield
Monroe
Osceola
Portage
Port Washington
Praire du Chein
Rhineland
Richland Center
Ripon
Stephens Point
Viroqua
Watertown

Illinois

Brookport
Batavia
Back of the Yards
Kewanee
K-town

Mississippi

Batesville
Biloxi
Byhalia
Canton
Carthage
Cleveland
Clinton
Columbus
Covington Co.
DeKalb
Ellisville
Eupora
Greenwood
Gulfport
Hancock County
Heidelberg
Hinds County
Holly Springs
Indianola
Laurel
Long Beach
Marion
Moss Point
Newton
Noxapater
Ocean Springs
Pascagoula
Pass Christian
Philadelphia
Picayune
Ponotoc
Rolling Fork
Tupelo
Water Valley
West Point
Winona
Woodville

Arkansas

Batesville
Delta
Blytheville
KWEM Radio
Ozark
Paragould
Park Hill
Quawpaw Quarter
Russellville
West Memphis

Ohio

Corridor
Quilt Barns

Georgia

Hinesville
Macon
Stone Mountain
Union City

Iowa

Central City
Charles City
Fort Madison
Manning
Ottumwa
Valley Junction
West Branch
West Des Moines
West Union
Woodbine

Louisiana

Atchafalaya
Bastrop
Iberia Parish
Opelousas
Myths & Legends

Minnesota

Anoka
Lakeville

West Virginia

Belington
Charleston Westside
East End
Fairmont
Kingwood
Madison
Mannington
Martinsburg
Point Pleasant
Ripley
Ronceverte
Sutton
Westside
White Sulphur Springs

Missouri

Chillicothe
Clinton
Excelsior Springs

Michigan

Blissfield
Grandmont-Rosedale
Howell
Iron Mountain
Lake Orion
Oxford
Scottville
Wayland

Wyoming

Laramie
Pinedale
Rawlins

Maine

Eastport
Saco-Biddeford
Skowhegan
Waterville

California

Albany
California Main Street
Hollister
Pleasanton
San Pedro

Delaware

Milford
Delaware City
Dover
Georgetown
Middletown
Millsboro
Milford
Milton
Newark
Seaford
Smyrna
State Tourism
Sussex County

Maryland

Baltimore-Hamden
Baltimore-Waverly
Denton

Alabama

Athens

Florida

Palatka

Oregon

Portland- St. Johns

Pennsylvania

State College
Lancaster

Kentucky

Crossroads

Connecticut

Sandy Hook



Case Studies



Newark, Delaware

COMMUNITY IMAGE WORKSHOP

Newark, Delaware is Delaware's College Town. Home of University of Delaware and 2011 Great American Main Street Finalist, Newark is a growing downtown that needed to reclaim the positive side of being a college town.

At the base of the Pennsylvania and Maryland foothills, Scots-Irish and Welsh settlers began, in the early 1700's, to build a small community. The crossroads of the village center, named Newark, followed the routes of old Indian and fur-trader's paths and served as the road to market for farmers. In 1758, Newark received a charter from the King of England, and the City was officially established.

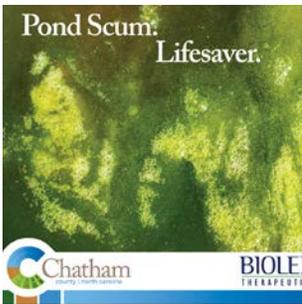
Unlike other Delaware communities, Newark's history was significantly shaped by the growth of a school. In 1765, a grammar school moved here from New London, Pa., and was renamed the Newark Academy. In 1833, the State granted a charter to a new school, called Newark College. The next year, the two schools joined together and soon assumed the name Delaware College, becoming the University of Delaware in 1921.



Chatham County EDC

COMMUNITY IMAGE WORKSHOP

Arnett Muldrow worked with the Chatham County Economic Development Corporation (EDC) and other community partners to create a brand for Chatham County. AMA photographed, interviewed stakeholders, and developed logos for many of the county's communities and for organizations such as the Chatham County Chamber of Commerce and the Chatham EDC.



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Travelers Rest, South Carolina

COMMUNITY BRANDING

Travelers Rest gained notoriety as a stopover for weary travelers and livestock drovers, but today the area offers much more, including a unique variety of antique and specialty shops, restaurants, national and regional chain stores, churches, and leisure activities. Ensnconced in South Carolina's northern Greenville County at the intersection of Highways 25 and 276, Travelers Rest sits at the feet of the Blue Ridge Mountains, yet is only a few hours from the Atlantic Ocean.

Following the completion of the community branding strategy with Arnett Muldrow in 2012, Travelers Rest has been able to capitalize on its unique assets and location with three blocks of streetscape improvements and investments from over twenty new businesses on Main Street. Additionally, they are implementing unique wayfinding signage, which resulted from an ongoing partnership with Arnett Muldrow after the branding strategy.



Get in Your Element



Dianna Turner, City Administrator
City of Travelers Rest, South Carolina
 6711 State Park Road
 Travelers Rest, SC 29690
 T 864.834.7958



Starkville, Mississippi

COMMUNITY BRANDING

Arnett Muldrow was part of a team including Mahan Rykiel to examine the ongoing revitalization of Downtown Starkville in Spring 2011. Unlike many college towns, Starkville's downtown has only recently emerged as a student destination. However, this change has evolved rapidly and downtown is enjoying a renaissance of activity.

The plan for Starkville explored how to better brand the community as a college town, how to better connect downtown with the campus of Mississippi State University, and how future development adjacent to downtown might increase densities to sustain a larger and more diverse group of businesses and offices.

The Starkville brand has been widely embraced by the community. The Starkville Main Street program has aggressively implemented the brand concepts, the City of Starkville adopted a form based code overlay that covers the entire downtown allowing for more flexible uses and higher density development while requiring more attractive urban development that will ultimately eliminate the "strip development" patterns that have emerged around downtown.



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MILFORD CITY COUNCIL
MINUTES OF MEETING
April 13, 2015

The Monthly Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware on Monday, April 13, 2015.

PRESIDING: Mayor Bryan W. Shupe

IN ATTENDANCE: Councilpersons Christopher Mergner, Garrett Grier III, S. Allen Pikus, Dirk Gleysteen, Owen Brooks, Jr., James Starling, Sr. and Katrina Wilson

Former City Manager Richard Carmean, Police Chief Keith Hudson and City Clerk/
Recorder Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

CALL TO ORDER

Mayor Shupe called the Council Meeting to order at 7:00 p.m.

He announced that Councilman Morrow was out of state due to his flight being canceled today.

INVOCATION & PLEDGE

The Pledge of Allegiance followed the invocation given by Councilman Starling.

APPROVAL OF MINUTES

Motion made by Mr. Brooks, seconded by Mr. Grier to approve the minutes of the February 23, 2015 Workshop Session, March 9, 2015 Economic Development and Finance Committee Meeting, March 9, 2015 Council Meeting and March 23, 2015 Public Hearing. Motion carried.

RECOGNITION

Mayor Shupe reminded council of the following upcoming events:

Little League Opening Day Parade	Friday, April 17 th
City Dog Park Reopening Date	Saturday, April 18 th
Bug N Bud Festival	Saturday, April 25 th
Customer Service Center Ribbon Cutting	Tuesday, May 5 th

MONTHLY POLICE REPORT

Police Committee Member Wilson presented the monthly police report on behalf of Chief Hudson. Mr. Pikus moved to accept the monthly police report, seconded by Ms. Wilson. Motion carried.

CITY MANAGER REPORT

City Manager Medlarz presented the following report:

Administration:

- * *Made additional contacts with key business (Wilkerson Brick and US Cold Storage)*
- * *Presented Bayhealth campus planning efforts at the State of Delaware PLUS meeting*

Mr. Medlarz reported this effort went well and they will begin to work on the master plan which council will see in the near future.

* *Continued public works agreement effort for southeast utility expansion*

Bayhealth has presented their needs for the new hospital. Their current facility is just below two megawatts for demand and the new facility will require almost six megawatts. The increase is the result of more imaging units.

The next step is to get the area property owners to come on board so they can proceed with the public works agreement.

* *Met with BAC regarding the northwest utility expansion*

* *Concluded electric tariff reviews for introduction to council in May*

* *Drew up easement agreement for parcel at northwest corner of RT-113 and RT-14*

* *Reviewed appraisal and met with legal representatives on easement above*

Mr. Medlarz continues to wait for a response from the property owner's attorney.

* *Continued negotiations with First State Manufacturing associated with the potential land exchange*

Mr. Medlarz said he is working with FSM's surveyors to ensure everything is in place before he presents the final land exchange to council. He wants to ensure everything meets the requirements of a potential land exchange.

* *Continued parcel consolidation/rezoning effort for Perdue*

He has met with Perdue's attorneys' and council will see this change of zone application at the May meeting.

* *Started Watergate force main contractual process for sewer transmission capacity increase*

* *Continued settlement efforts with regard to Watergate adjoins*

The city manager announced there is potential litigation between Watergate, the city and the adjoining property owner. He hopes to have this matter resolved by all parties.

* *Attended DEMEC strategic planning, Business Development Roundtable, Tourism and Milford Economic Development meetings*

* *Continued two meetings with potential Energy Service Companies regarding guaranteed energy savings project(s)*

Electric Superintendent Rick Carmean and he met with these companies in hopes of encouraging them to invest in Smart Grid technology which DEMEC is also considering. Mr. Medlarz advised the city will see this play out over the next year with the hopes of moving Milford into the next century of electrical service and distribution.

Eventually he will bring a recommendation for an energy service company we select; should DEMEC make a selection the city will piggyback on their choice.

* *Attended DelDOT meeting for NE Front Street interchange*

Funding has been allocated for this final design, appraisal and right-of-way acquisitions of this overpass. Once the design is approved by all departments, the appraisers will begin their work. Offers will then be made to property owners.

The project moved up in the funding ranking based on reconsidered safety factors. Because this will fix the Tenth Street problem as well, the safety data was combined for both intersections which resulted in a much higher ranking.

* *Started the hiring process of the Public Works Superintendent position*

Electric Department:

- * *Assisted in move and set up of the Customer Service Center*
- * *Finalized electric tariff discussions regarding pending changes*

The city manager and staff have completed the review and recommendations on the electric tariff with the help of Electric Consultant Jay Kumar. The document should be completed in the near future.

- * *Relocated four poles now waiting on Verizon to finish Thompsonville Intersection Project*
- * *Completed clearing and cleaning of the big conference room at Public Works*
- * *Started exploring options for a centralized phone system*

Electric Superintendent Rick Carmean and Mr. Medlarz are working together on this project. Three meetings have been scheduled with different phone vendors. He said the estimates may also include a Voice Over IP system.

- * *Assisted Street Department in the Maple Ave. culvert repair*

All three departments assisted in this project.

- * *Participated in meetings with potential Energy Service Companies*
- * *Completed the annual spill training provided by Compliance Environment*
- * *Cleaned out basement and crawlspace in the Customer Service Center*
- * *Tested US Cold Storage facility meter with report to customer*
- * *Gearing up for US Cold Storage metering and pole replacement*

Streets and Solid Waste Department:

- * *Solid waste crews are seeing a significant decrease in bulk pickups since Council's approval of the ordinance with customers opting to take care of the items themselves*

Mr. Medlarz reported we are seeing a decline in the pick up requests so customers seem to be handling their own bulk items.

- * *Solid waste crews are notifying customers via door tags of pending additional container issuance*
- * *Solid waste crews are improving communication between trucks and the office*

The city manager expressed the importance of the office knowing the status of the bulk pickups in order to track and get notices out to our customers.

- * *Spring cleanup was completed successfully with fall cleanups scheduled 11/30 - 12/4*
- * *Street Department crews are in the process of repairing concrete post on SW Front Street*
- * *Street Department crews completed access road repairs SE water tower off Route 30*
- * *Several Departments cooperated in the now completed Maple Avenue culvert repair project*

Water and Sewer Department:

- * *Repaired sewer lateral on Montgomery Street*
- * *Assisted Street Department in snow removal activities*
- * *Pumped down pond for Maple Ave. final culvert repair*
- * *Replaced meter pits & repaired water service at various locations*
- * *Replaced 4" valve & water service at old Fire House*

Mr. Medlarz reminded the Parks and Recreation Director to submit a report on their monthly activities.

Mr. Pikus moved to accept the monthly city manager report, seconded by Mr. Gleysteen. Motion carried.

COMMITTEE & WARD REPORTS

Economic Development Committee

Economic Development Chair Grier reported his committee met earlier this evening. The item is on the agenda under new business.

Community Cemetery Meeting

Ms. Wilson reported that the Milford Community Cemetery Board met last week at which time they discussed cemetery expansion and roadway improvements and expansion to the area where new lots are being created.

Ms. Wilson explained the large wall along North Walnut is in need of repairs and is actually beginning to crumble. The city manager advised the city now employs a concrete expert so the street and parks and recreation departments will attempt to repair the wall.

Ms. Wilson noted that landscaping on the north side will also be replaced with year-round plantings versus seasonal items.

COMMUNICATIONS & CORRESPONDENCE

No reports.

UNFINISHED BUSINESS

Ratification/Comcast Agreement

Chris Comer, Director of Comcast Government and Community Affairs was present.

City Solicitor Rutt stated there has been a lot of negotiations and the final draft is in the council packet for review and vote. Mr. Rutt feels this is a good agreement and City Manager Medlarz agrees.

It was confirmed this is a ten-year contract; Mr. Rutt clarified it is a five-year contract with a five-year option.

Mr. Grier confirmed nothing in the contract prevents another cable company from coming into Milford; Mr. Rutt stated that is correct and should the city negotiate with another company, Comcast would have the right to match those terms though they cannot cherry pick and must accept the contract in its entirety or reject it.

Mr. Pikus hears a lot of complaints from residents about blackouts, lost pictures and sounds. When our residents call Comcast, they are informed they are working on it. He said Comcast is a big operation and though there is no competition at this time, he expects that will change in the near future.

He asked for a name of a contact that the city can discuss improving the service in Milford.

Mr. Comer is happy to work with the city and encouraged council to contact him with any concerns. He says he knows without a doubt they try to do their best with the network and upgrading services. They also realize there are always improvements that can be made. Because the city has its own electric service, he feels council understands there are challenges that always seem to pop up.

Mr. Comer said they are constantly looking for ways to make improvements and things customers can sign up for. As an example, if Comcast is working in the area, they can receive an e-mail or text about outages or service disruptions.

In speaking with the city manager and city attorney, there are steps he will take to make himself more aware of service issues in the area. He can then reach out to city officials and make them aware of a situation.

He has also shared some information about their customer escalation team. Any council member can receive information directly related to this escalation team. Mr. Comer is copied on that which allows him to track those matters to determine if there is an isolated issue or something more global occurring.

Mr. Brooks expressed concern about not being able to reach a live person when someone calls Comcast; Mr. Comer reported

Comcast is required to have 90% of their calls answered in thirty seconds or less.

Mr. Medlarz then added that Mr. Comer has shared some information on how to address these issues and he will be happy to provide that information. Mr. Comer concluded by stating that whenever there is a breakdown, it is helpful for him to be made aware of it to ensure it is being handled.

Mr. Brooks noted that once he reaches a live person, the service is good though it sometimes takes fifteen to twenty minutes.

Mayor Shupe thanked Mr. Comer for working so closely with the city adding that he appreciated him taking time to attend tonight's meeting.

Mr. Pikus moved to ratify the Comcast agreement as presented, seconded by Ms. Wilson. Motion carried.

Approval/PNC Building/Customer Service Center/Window and Roof Repair

Mr. Medlarz announced the staff move is complete under the direction of the Customer Service Manager Debbie Johnson and the help of IT Manager Wes Banasan and the customer service staff.

The city manager again reported that the roof is in good condition. The only problem is the drainage toward the back of the small roof between the church and bank building. Shea Concrete began working at 7:00 a.m. and worked until the work was completed.

Mr. Medlarz also reported that the waterproofing work is complete, the basement is dry and ready to receive storage items and the drainage issue has been addressed.

He has also been working with two companies to get a quotation on the windows; both declined because of their size. Walker Laberge, a storefront specialty company from Salisbury was contacted. They submitted a quote of \$3,175 which requires council authorization.

Additional work, including the removal of the awning, must be done before they proceed with the project. This will not impact customer service but only the temporary use of the back entrance.

Mr. Medlarz said once it is fixed, he will prepare the second floor for occupancy.

Mr. Pikus asked where the funds will come from. Mr. Medlarz said the project actually has an allocation in general fund reserves. Therefore, no funding motion is needed though he will need a motion to allow the city manager to continue the repair effort. He recalled previously informing council that no further repairs would be done without council authorization.

Mr. Pikus moved the work proceed as described, seconded by Mr. Mergner. Motion carried.

NEW BUSINESS

City Customer Service Center/ATM Consideration

City Manager Medlarz reported that when the new customer service center opened, a number of customers asked if the city had an ATM. The only ATM downtown is at the M&T bank who will close on April 17th though their ATM will remain for now.

Mayor Shupe said he will verify the intent of M&T's ATM when he speaks with their representatives this week.

He would like to solicit proposals from each bank doing business in Milford. When asked if there is some commitment to PNC, Mr. Rutt recalled that when the contract was being negotiated for the purchase of the bank, PNC removed their ATM but added a provision that if the city added an ATM, PNC would have the first option.

Mr. Medlarz explained that his previous employer Kent County negotiated with various banks with the intent to have a minimal fee for nonbank customers. In negotiations, it was agreed that any and all banks could only charge a \$1 service fee.

He will contact PNC and bring it back to council.

Mr. Gleysteen asked if the ATM will only be available during business hours. It was noted the previous PNC ATM was in the front vestibule that could be accessed 24/7.

Mr. Medlarz explained that the vestibule is presently alarmed. If council wanted it placed there, some significant changes would have to be made. Another problem is the outside doors are the locking doors; the interior doors are not secured.

The city manager prefers to look at the entire package. As a result, he will get a proposal from PNC Bank and a proposal from the alarm company to rearrange the alarm system to allow the same location as the previous ATM. He said another option would be to make it accessible from the outside.

Mr. Medlarz feels that having the ATM available in the vestibule only during business hours will be a start. He will bring back the additional costs to council for later review.

Mr. Mergner suggested that the city manager discuss the possibility of PNC installing an outside stand-alone ATM somewhere in the downtown area.

Solicitor Rutt later verified the city has the right to install an ATM machine in the building. However, we are obligated to contact PNC in writing and PNC would have the first right to install it. However, the city and PNC will negotiate the terms. If parties cannot agree within 90 days, the city would then have the right to go out and negotiate with other financial institutions.

Authorization/SE Sewer Force Main Relocation/USDA Sewer Project/City Contribution (Nichols & Liberio Agreement)

Mr. Medlarz explained that though the Nichols and Liberio Agreement has been executed by the city, before it is released, the finance director and he have discussed the exact funding arrangements.

He explained the cost of this project is approximately \$150,000 with the developer paying one-third and the city paying two-thirds.

The upsized replacement of the force main was part of a phase I of the approved joint city/USDA sewer improvement project. The first phase was funded with \$400,000 out of sewer reserves and a \$600,000 USDA loan and \$1 million USDA grant. Council previously approved the relocation/upsizing of the SE Sewer Force Main into the future Watergate Subdivision right-of-way.

The documents were executed as a result of council approval, but a motion is needed by council to officially designate sewer fund reserves as the match funding source for the city.

Council will need to accept the intent to meet conditions for Phase II of the USDA project once it is made available. This does not commit the city to the loan because a referendum will be required. However, the intent is to move it forward.

He and Mayor Shupe have reviewed the impact fee fund which they feel can be used for the borrowing. In speaking with USDA, he feels we can fund it without a rate increase by using the revenues from the sewer impact fees. He feels this is an appropriate use of that account because it involves a sewer extension and upgrades.

Mr. Pikus moved that the designated funding source for the \$400,000 USDA match for phase I of the project will be paid from sewer reserves, seconded by Mr. Gleysteen. Motion carried.

Approval/SE Front Street Inspection Close Out Change Order

The city manager recalled the Southeast Front Street road and utility construction project was partially funded by DeIDOT, legislative CTF monies and city funds.

Mr. Medlarz reported this project is complete. All punch list items are done and the money paid out. However, two items were

pending which included some unpaid invoices from our city engineers related to inspection services and contract administration.

He said there is also a final reimbursement request that will be sent to DeIDOT.

When he and the finance director looked at the invoices, there was approximately \$40,000 in inspection fees in addition to \$8,000 for contract administration.

Mr. Medlarz said this was perceived to be a DeIDOT project and they agreed to provide inspection services; however, it was the opposite. DeIDOT staff only occasionally visited the job site leaving the vast majority of services to be done by the city inspector from Davis, Bowen and Friedel.

Due to some changes, some of which were self-inflicted, the construction was extended by three months. The city manager feels the inspection services required more time as a result of the time extension.

Mr. Medlarz felt the contract administration should have been presented and approved by council in a more timely manner. He explained the city public works department asked to relocate water services which delayed the project and increased the contract administration costs. However, council was never informed at the time this occurred.

Randy Duplechain has since agreed to waive the administration expenses. Mr. Medlarz asked it be waived because council should have approved it.

Mr. Pikus said that we have been reimbursed from DeIDOT for a large portion of the funds and asked how much more needs to be reimbursed; Mr. Medlarz reported another \$184,000 is expected.

The city manager advised that a motion is needed to increase in the inspection allocation because the city contribution is \$19,845 which is 50% and DeIDOT will pay the other half.

Mr. Pikus moved that \$19,845 be approved for the additional SE Front Street inspection costs, seconded by Mr. Gleysteen. Motion carried.

Mr. Medlarz then stated that he did not like presenting this matter because it should have been done in a timely fashion. In this case it is being approved after the fact, but Mr. Medlarz had no choice.

Former City Manager Carmean was present and added that he just recently found out that the invoices had not been paid. Mr. Medlarz agreed it was discovered toward the end of November and realized we were significantly over our allocation.

Milford Pop Warner/Electric Rate Reduction Request

Mayor Shupe reported that the treasurer of Milford Pop Warner is asking for some financial relief by reassessing their electric rates.

Mr. Medlarz said the only reason he asked former City Manager Carmean to be here this evening was because of this request. As far as he remembers, there is no precedence and the tariff does not allow this. He said this cannot be done through electric rates.

He then asked Mr. Carmean if he remembered any precedence in terms of relief on electric bills. Mr. Carmean said he did not do that and the classification would have to be changed which as Mr. Medlarz stated, is not permitted. If that was done, all customers in that classification would have to be changed.

Mr. Medlarz said when the tariff is presented in a couple of weeks, this particular rate class is quite large. If council agrees to give Pop Warner a reduction by changing the tariff on that particular rate class, it would cost hundreds of thousands of dollars.

Mr. Grier expressed concern that if this were done, every organization would request it. Mr. Pikus agreed adding it could get

totally out of hand.

Mr. Medlarz then noted the amended tariff will be coming before council; the tariff work has been pending for almost five years and he hopes to present a final draft within the next month or so.

The city manager explained that because the correspondence was addressed to city council it is an official correspondence that requires an official response.

Mr. Rutt confirmed that no motion is needed.

Mr. Brooks recalled the city denying Milford Little League's request for some assistance with their electric bills. He reminded council that many years ago, council adopted a policy not to provide financial assistance to these organizations because it involved taxpayers' money.

It was agreed the only organizations we can assist are those that are city supported. Mr. Brooks emphasized that we do provide in-kind services in the form of trash collection and in other manners.

Tenth Street Water Tower AT&T Lease Extension/Modification

Mr. Medlarz reported the AT&T lease is a 25-year agreement. Therefore, there is no reason to open it. However, AT&T wants to bring all their leases in the same frame and are addressing all open leases under thirty years. As a result, they have requested to extend the agreement by 60 months.

The city manager said the lease is fixed with no escalation.

He said if council refuses to open the lease, there is a thirty-day notification for termination and they could move away from the city. However, there was no indication of that.

Mr. Medlarz also pointed out the original agreement is silent to sublease rights though they are now asking to have sublease rights added. He noted that if AT&T does not have enough customers in the city and they can find someone to sublease their equipment who will continue to pay the lease, it is in the city's best interest to add that paragraph. He was surprised it was not in the original contract.

He noted a new issue is the rental stream offer. The city has recently been approached by two tower consolidators. The more prominent one being Unison who buys cell tower ground leases from cell site owners and provides capital to the owner and financial protection from cell site risks.

However, the communication companies are more interested in dealing with the lease holder directly versus a tower consolidator that is in New York City.

AT&T recognizing the move toward consolidation offers to match any offer. As a result, AT&T made an offer which was just below the one Unison verbally communicated.

If council is interested, the city manager is willing to solicit another proposal in hopes of obtaining the highest and best value of the present worth of the lease.

Mr. Medlarz reiterated that the clause allows the city to exercise that right at anytime.

He then referenced the AT&T letter authorizing Black Dot Wireless as their representative. Mr. Medlarz also referred to the lease optimization term sheet and rental stream purchase offer. He will continue to negotiate and return to council. In the meantime, the lease can be executed with a motion from council and the amendments can be made.

Mr. Gleysteen suggests going back five years and looking at the AT&T increases and using that number to increase the lease extension. The city manager does not feel it would be appropriate to tell them that they have increased their rates by a certain percentage and that is what the city wants to do with the lease extension.

Mr. Grier moved for approval of the AT&T lease optimization term and lease purchase term sheets as presented in the packet, seconded by Mr. Pikus. Motion carried.

In the meantime, Mr. Medlarz will solicit another stream offer and bring back for council consideration.

Cascades at Milford Phase II/Tax Abatement Consideration

Mr. Medlarz has met on several occasions with representatives of the Ingerman Group, developers of the Cascades Planned Unit Residential Development (PURD). They purchased Phase I from M&T Bank in 2011 and constructed 76 apartments for moderate income families with the help of some tax credits through the Delaware State Housing Authority. He emphasized it is a fully rented, well-managed development and does not require above average law enforcement activity.

He recalled that on March 14, 2011, council approved the initial five-year tax abatement for Phase I to aid in the competitiveness of the DSHA. Now the Ingerman Group has expressed interest in completing Phase II. If approved by council, a support letter for the Phase II application for the Low Income Housing Tax Credit program could be issued.

Mr. Medlarz explained this is a very competitive program statewide. Milford's support of phase II through the Local Government Contribution category would make the application more competitive. DSHA award points for developments who receive support from the respective local government. Evidence must be submitted to DSHA from the local government entity explaining the tax abatement. The abatement must reduce the operating costs of the project over a five-year period. For each reduction percentage, a reward point will be added up to 5%.

The city manager recommends granting a five-year property tax abatement to Cascades Phase II.

It was noted this phase consists of 66 units and is slightly smaller than Phase I.

The city manager said that Mr. Holden has offered to do some things during the construction phase that are above and beyond what is required. Without some cooperation, the property will have very little or no chance of getting the funding.

He said it is a matter of whether the city wants to buy in at the 1% or 5% mark. He explained it is not a complete tax abatement but a freeze of taxes at the current level for five years. After five years, taxes would then be paid in full based on the full assessment. The current rate is approximately \$2,500.

Mr. Pikus confirmed there was a tax abatement on phase 1 that increased each year; Mr. Holden explained it was an abatement for five years. Mr. Grier confirmed that in 2016 when the tax abatement expires on Phase I, the city will receive full taxation. Mr. Holden agreed noting that it has increased in value with the improvements. Currently it is taxed on the undeveloped land. After five years, it goes up to the full amount.

He clarified the remaining undeveloped land under consideration is still in foreclosure and is owned by the bank. They are under contract to purchase the land and are prepared to build out on that land.

Mr. Grier said if the tax abatement is not approved, is there an opportunity for other housing there. Mr. Holden emphasized the land has been for sale since 2007 or 2008 and no one else has expressed an interest. Mr. Medlarz said that rarely does he mix general fund and enterprise fund issues and in this case this would be a waiver of property taxes which is a revenue in the general fund. This is a well-run complex that will generate impact fees beginning on day one because there is no abatement on the impact fees. If this had come before council three years ago, no impact fees would have been collected because of the waiver in place at that time. However, that has since been reinstated.

Mr. Medlarz then asked if council wants 66 units paying utilities and the ability to collect impact fees or provide a five-year tax abatement. Mr. Pikus feels they can still be built regardless and added that he knows Cascades has a long waiting list. Mr. Holden agreed they have a waiting list and pointed out the after school program is also very popular.

When asked the time frame for completion, Mr. Holden predicts the end of next year.

Mr. Gleysteen agrees it is a nice development and understands the waiting list is two months to a year depending on the size

unit requested. He also agrees that the units will be built with or without the tax abatement.

Mr. Rutt then explained that DSHA and HUD consider help for affordable housing in municipalities and the counties. They look at fair housing standards and any opportunity to get on board is something the city needs to consider.

According to the solicitor, they have put some governments through a lot of trouble by making them go through fair housing training. They have also scrutinized every application that comes before the municipality. He said the city would be spending a lot more money on training than the amount of the tax abatement for the five years should they be required to go through the training.

Mr. Medlarz asked Mr. Holden to answer the question of why it cannot be built with normal financing. Mr. Holden said the economics do not work when comparing the rent levels to the building costs in that situation. With the DSHA tax credit program, they can qualify for the tax abatement category if this is approved. Without the tax abatement it is unlikely the application will be successful.

Mr. Holden further explained that his track record is one of the point categories, but the local government tax abatement is another point category. This is a 100-point system where points are given for qualifications, locations, amenities, etc. According to Mr. Holden, the five-year abatement will help them score much higher. He said that this is less than a \$1,000 a year for the whole ten acres; after the five years, the city will receive \$25,000 beginning in year six.

He also confirmed the first phase is complete and the second phase will take up the balance of the land.

Mr. Pikus verified that the bank will no longer own any of the land. Mr. Holden stated that is correct. He said there is a plan to finish the front though the bank insisted on them developing the rear first.

Mr. Pikus asked if they plan to continue the sidewalk down to the business park; Mr. Medlarz then read the following from Mr. Holden's letter:

To further enhance the site we would propose extending the sidewalk to the west on Airport Road to the next entrance, providing some additional landscaping along Airport Road and converting the City's access road to a landscape buffer.

Mr. Medlarz informed council that none of the three items were on the review list of the conditional use approval. To extend the sidewalk, some drainage pipe is needed because it is an open ditch and there is not enough room. However, no easement is needed.

He said this will become part of the funding package and part of the project. If the city does not provide the incentives, he would not provide these enhancements and only what was approved as the conditional use.

The city manager feels this is worthwhile and this is his recommendation.

Ms. Wilson pointed out that city council has always supported the housing developments that have a partnership through the Delaware Housing Authorities and HUD in order to support the lower income families. She feels that allowing this abatement aligns with what has been done in the past.

She confirmed that with Former City Manager Carmean who stated she is absolutely right.

Ms. Wilson feels this is a win-win situation and commended Mr. Holden for the nice development they have built on Airport Road adding it is one of the nicest in Milford.

She then remembered how hard it was to get sidewalks on Airport and the need for them. Recalling working with our legislators to get funding for the project did not work out the way they had hoped.

Mr. Medlarz explained that presently the sidewalks are approved to the entrance of Cascades. The offer that the Ingerman Group made was to take it to the next entrance at Walsh Chiropractic Center.

Mr. Pikus has no problem with that.

Mr. Gleysteen said that council earlier discussed the fairness with electric rates and pointed out that everyone needs to be treated the same and wanted to know how something different could happen.

Mr. Medlarz said this does not have to be all or nothing because that is how council is viewing this. He explained the point system works as Mr. Holden explained. He said if we are receiving \$800 in taxes today and council prefers to take in five times; we will cap the annual tax at \$4,000. He said that every point that is taken away limits the competitiveness of the application. Either way, a decision must be made.

Mr. Holden reiterated that this land has been vacant for many years. If it was buildable with something that was fully taxable, he feels that would have been done by this time.

Mr. Grier asked if this could be made a profit making project without the abatement; he asked if the units could be built and sold to low income housing; Mr. Holden said then he would not qualify. The Delaware State Housing Authority has an annual allocation for federal tax credits and that is what they would be competing for. He said that is what makes this worse. Absent that, this site would not be buildable using the DSHA program.

Mr. Medlarz stated that the distinction from the Pop Warner request is that Ingerman's taxes will not increase over the next five years. The only reason we will see any type of development is because it is going through the Delaware State Housing Authority program. If not, the land would remain vacant. The city will receive the full tax increase in year six.

Ms. Wilson asked council to consider how important it is to blend our community and how HUD recommends that all standards of living are needed in a successful community. She emphasized that many people start at this level in order to build up. Sometimes a hand is needed to get to the next level and this community will be the hand to a lot of people.

She also noted that often the rent at this type of housing is not always cheap though it is less expensive than renting from a private landlord.

Ms. Wilson said she bought her first and only home through a program called NCALL. She explained that program that allowed homeownership through HUD. The downpayment and mortgage payments were based on her income. She understands how important it is for people to live in a nice neighborhood where children can play. Therefore, she understands the need to provide this opportunity to our residents.

Mr. Holden said that he has a contract for the remaining land at this site. It is approved for 66 apartments and he plans to apply for financing at the end of April. One of the categories in the competitive process is the real estate tax abatement. If that abatement is not obtained, he is very unlikely to receive the financing which Mr. Holden said Mr. Medlarz confirmed with the Delaware State Housing Authority.

It was confirmed that Ingerman is currently building in Newark with the same tax abatement.

Ms. Wilson then moved to approve the Ingerman Group five-year tax abatement on Cascades Phase II as has been discussed, seconded by Mr. Starling. Motion carried by the following 5-2 roll call vote:

Councilman Mergner said he votes yes.

Councilman Grier stated that he will vote yes so the city can obtain the realty transfer tax at the time of the sale; in addition to impact fees and utility sales, all of which are revenues we would not have generated otherwise. He also considered the property is sitting vacant and the likelihood of another developer coming in is slim to none. The city will start receiving tax revenues from Phase I in another year. He votes yes with reservations of providing tax abatements in the future. It makes him cringe that the city will not receive any tax revenues though he understands the real estate tax revenue especially considering what the city has been dealing with regarding the police.

Councilman Pikus said we gave Ingerman a tax abatement in 2011. This is a second abatement which is basically a continuation. He said we need funding in several situations. He still has a consensus that Mr. Ingerman would be able to get his funding regardless and votes no.

Councilman Gleysteen votes no for the reasons stated. Councilman Brooks votes yes for the same reasons as Councilman

Grier stated. Councilman Starling and Councilwoman Wilson both vote yes.

Approval/Electric Department Organization Chart

The city manager informed council that Electric Superintendent Rick Carmean submitted a request for a modification to his present organizational chart. There is currently an electric lineman first class vacant position which is the highest electric position in the department. In order to even out the crews, the superintendent would like two utility groundsman, the lowest classification, be added in lieu of the lineman first class.

Finance Director Portmann confirmed this will not create a budget increase; Lisa Carmean confirmed what Mr. Portmann had said.

Mr. Medlarz supports Mr. Carmean's request for a reclassification of the organizational chart.

Mr. Brooks asked the reason this is being done now; the city manager said the one position is vacant and the superintendent has already advertised for one of the groundsman and received some good applications. He prefers a crew with one lineman with one groundsman. When asked, Mr. Medlarz confirmed there is significantly more training involved in this new scenario because a lineman first class would arrive lineman-school-certified and approved. The groundsman is an entry level position and this will be a trade off for two untrained positions.

Mr. Brooks moved for approval and seconded by Mr. Mergner that the vacant electric lineman first class position be reclassified as two utility groundsman.

When asked if the positions have been filled, Mr. Medlarz said he hired one. He said the position filled was advertised but the second position will now need to be advertised.

Motion carried.

Approval/Tyler Technologies/CLT 2015 Base Contract Amendment

Mr. Medlarz recalled the city has an executed Tyler Technologies contract that was executed in 2009 for Universal Appraisal and Support services on July 21, 2009. The agreement has a clause for additional services under Article 23. Under this arrangement Tyler Technologies provides commercial use field work and building permit assistance along with the fiscal year 2016 interim year valuation updates associated with new construction or existing building improvements. In addition, they would perform other related tasks such as handle appeal hearings.

The city manager emphasized that it does not cover the 10% reassessment of the city's overall property base. He took that out because council removed that last year. He recalled the problem with the budget last year created by the elimination of this service because those numbers had already been incorporated into the new budget which left a shortfall.

He explained the charter states the assessment is done every ten years and not on a 10% basis. As a result, he feels to implement that would require a charter amendment.

Solicitor Rutt said his recollection was that updates were to be done on an annual basis; Mr. Grier agreed. He said that was a result of the \$250,000 + contract cost at the end of the ten years and council was under the impression that updates were being done throughout that ten-year period. Mr. Grier explained that council agreed they would do the 10% each year to avoid another \$250,000 cost in 2015.

Mr. Medlarz pointed out that council rescinded the 10%. Mr. Grier disagreed stating that the records were to be updated each year but increased tax bills would not be mailed. He said the first year, hundreds of property owners received substantial tax increases which resulted in councils' phones ringing off the hook. The intent was to eliminate the big bill in 2019 but not to raise tax revenues each year.

Mr. Medlarz said that is not the way the contract is administered. He explained the tax base was reassessed in 2012. We are keeping up with all new construction, additions, deletions, demolitions and appeals. He said someone who wants to appeal first goes to the assessor. The majority of appeals are resolved by the assessor. Council only sees any that are not resolved.

Mr. Grier asked if you do not make any improvements over that ten-year period, 95% of the properties will have to be re-evaluated in 2019. Mr. Medlarz said he argued with the Tyler representatives that if all additions, deletions and changes are kept current, the only thing needed in a mass appraisal system is to change the date from 2012 to 2022. All values are then updated so there should not be a \$250,000 price tag because of the CAMA system. He emphasized that if the assessment is up to date nothing else is needed.

Mr. Carmean said he wasn't here for the 2012 appraisal, though Tyler did come back and say a full assessment was needed even though they had said ten years earlier that only the date would have to be changed.

When asked the cost of the additional contract, Mr. Medlarz said they had proposed a \$35,000 contract once he whittled down the scope. In his opinion, it should not be more than \$15,000 to \$17,000.

Mr. Grier remembered when council eliminated the tax assessor position because Tyler could provide the services and save the city approximately \$40,000 a year. At that time, they assured council the records would be kept current and prevent another large bill ten years later.

Mr. Pikus said there were motions made when Tyler was hired. They were supposed to be here a certain number of times each year. Mr. Medlarz said we do not want them here any more than we need them.

Mr. Pikus asked how much we pay them a year; according to Mr. Medlarz it has been open ended with the cost established each year.

Mr. Pikus asked that the minutes be pulled; Mr. Medlarz said the minutes are irrelevant because the signed contract will speak for itself. Mr. Brooks and Mr. Pikus do not remember them indicating they would come back each year with a different cost.

Mr. Grier asked how often Tyler comes; Mr. Medlarz said about once a month.

Council asked that the contract and minutes be pulled from 2009. Mr. Medlarz said he will come back with the contract and approved minutes.

Mr. Grier moved to postpone action and review the minutes and contract at the next meeting, seconded by Mr. Pikus. Motion carried.

Approval & Funding/Downtown Master Plan Proposal/Arnett Muldrow & Associates

Economic Development Committee Chair Grier presented a proposal for Arnett Muldrow and Associates to develop a downtown master plan at a cost of \$27,250. The grant from DEDO (Delaware Economic Development Office) would cover \$24,000 for the plan and the city has been asked to pay the \$3,250 balance and dedicate \$20,000 for downtown improvements.

Mr. Grier recalled a previous economic development strategic plan for the entire city; this will strictly focus on the downtown area. He said his committee met earlier this evening and voted unanimously to recommend approval of the plan.

Mayor Shupe also recalled the John Rhodes plan done several years ago for the entire city. He agrees it was valuable and contained a strategic plan for the entire city. When you review that plan, he said it contains very limited information on the downtown area. Under this plan, he hopes to bring together community leaders from private businesses, non-profits and members of the community to help develop a vision for the future. He recalled discussing the importance of our downtown area.

Across the nation, Mayor Shupe stated that downtowns have become the heartbeats of their community. He feels that this vision can be shared not only with potential investors, but also with our residents and will empower more economic development throughout the city.

He announced that all the meetings will be public and the final plan will be presented to the public. After that happens, community leaders will meet at regular intervals to ensure we are following the plan or if something is needed to get back on track.

The plan will include ways to market and brand it to attract businesses to the downtown area. The mayor feels it is very important to figure out ways to empower private businesses to invest in our downtown. He said this is not about what the city can do and how much money can be spent downtown.

Mayor Shupe has worked on this project through DEDO. He said Milford has gained a lot of attraction and referenced the recent article in Delaware Today that named Milford as the next boom town. He recently represented Milford at the Mainstreet National Conference in Atlanta and was asked to speak on the city's success. However, he is also aware there are still a lot of things to be done. He feels that working with our partners on a visual plan will ensure future investments in the downtown area.

Mr. Grier referenced the Economic Development Advisory Panel that not met since our Economic Development Director was laid off. He feels they should also participate and be part of this process.

Mr. Grier moved to proceed with the Downtown Milford Master Plan and approve payment out of the economic development fund in the amount of \$3,250 and that \$20,000 be dedicated to its implementation, at the discretion of city council, seconded by Mr. Starling. Motion carried.

Mayor Shupe then announced that DEDO would like to see this kick off by June. The mayor will keep council and the public up to date as he and Mr. Grier continue to work with DEDO.

Authorization/National League of Cities/Annual Dues

Mayor Shupe advised that we have received our membership dues from the National League of Cities. He is asking council to approve though it will be after July 1st.

Mr. Pikus moved to approve the annual dues, seconded by Mr. Brooks. Motion carried.

Approval/Hearthstone Manor/Utility Value Engineering/Phases 5, 7-13

Mr. Medlarz advised that he, along with the city solicitor, have been working on this issue. Presently, phases 5 and 7-13 are unrecorded. The city has been working with the developer to move the two most urgent phases (7 and 9) along as quickly as possible in order to have property sales which result in transactions.

He explained that he and the former City Manager Carmean did not want to piecemeal this together. He said a lot of the problems in the past had to later be presented to council to resolve because of the manner in which the plans were being piecemealed. If they had been properly approved and recorded, with the appropriate notes beginning on day one, council would not have gone through what they did.

The city manager verified there will be notes on the drawings henceforth. Those notes, which may state that the easement will be fixed or a right-of-way must be dedicated for public use, will be on the recorded document. He said it makes no difference whether it is built now or ten years from today, but the appropriate right-of-ways will be in place so that the utilities can be installed as they should be.

Mr. Medlarz fully supports all the documents recorded with the proper notes.

He emphasized that right of way dedication is important and time lines are important. Easements are also important but less important than full right of way dedications which are the city's best line of defense.

He said that including easements could be more complex. The easier approach is to go with right of way dedication.

The second issue relates to the approved construction documents. As he previously stated, this strictly deals with the recordation documents. Pending are the construction plans that were approved by the previous in-house city engineer. Another problem is the city code does not have an expiration and these documents were approved five years ago.

After reviewing the documents, Mr. Medlarz would not build it if he were the owner. If he was the utility, he would not want to accept it. He said there were a number of things not designed as they should have been. There was a great reluctance on

the developer's part to reopen them. He understands their concerns because the city may only ask for things we want and not do anything on the issues that need to be addressed by the developer.

For example, he can see more than 1,000 feet of parallel duplicate sewer lines with duplicate caps. He saw dozens of meter locations that need to be combined because the city will eventually end up with them which means we will have to maintain them forever.

He said there are fire service connections that are dead-end lines which will give the city nothing but trouble.

The implementation as designed will cause unnecessary expense in the construction as well as the long term maintenance of said utilities and roads. The city cannot legally require Key Properties Group to revise the documents so we are proposing a joint approach. The city would retain the design services of McCrone, Incorporated on an interim basis to identify and quantify any deficiencies and allow a determination by Key Properties Group to fund the value engineering of the changes.

Mr. Medlarz recommends approval of a temporary time and material contract with McCrone, not to exceed \$17,500, to be funded out of enterprise fund reserves. Key Properties Group has agreed to this approach.

Mr. Pikus asked if this will enable the developer to continue with his plans; Mr. Medlarz said it identifies the issues. In just the two to three hours he reviewed the documents, he found about a dozen areas where improvement were needed. This will result in a cost savings on some, but not all. In the end, the Key Properties group engineers, as well as himself, will have to present this to the owner. The owner will have to make a decision on whether to fund the full engineering design in the long run or take the short road and do something that would not be in the best interest to either party.

Mr. Pikus said we will have to eventually accept it; Mr. Medlarz said the city does not want to take a design that has problems. Mr. Mergner asked if because there is no expiration date, can the city require them to correct it; Mr. Pikus answered that is correct.

Mr. Pikus said it is almost a necessity for the city to do this. Mr. Medlarz disagrees emphasizing that twenty years from now, council will ask who approved this plan. He said this is totally councils' discretion.

The city manager reported that two neutral engineers made a list of recommendations that should be implemented. However, that decision will have to be made by Key Properties.

He explained in more detail that Key Properties has agreed to consider these recommendations though it is a no lose situation for them. Mr. Pikus said this puts this picture in a positive manner to continue.

Mr. Medlarz emphasized that he hopes this is a win-win though it could be a lose-lose and more for the city. He said if nothing else, it will identify the issues.

Mr. Pikus moved to approve the McCrone Utility Engineering Services Agreement for Hearthstone Manor Phases 5, 7-13, seconded by Ms. Wilson. Motion carried.

MONTHLY FINANCE REPORT

Through the eighth month of Fiscal Year 2014-2015 with 67% of the fiscal year having passed, 70% of revenues have been received and 64% of the operating budget expended.

Finance Chairman Pikus noted that a lot of our cash funds are getting lower. He referenced one general improvement account that is down to \$187,000 though a \$189,000 is expected from DelDOT.

He said we are healthy but not rich adding that good reserve spending and tightening the belt is going to happen. The city manager and finance director are doing that as best as they can.

Mr. Gleysteen moved to accept the finance report, seconded by Mr. Grier. Motion carried.

EXECUTIVE SESSION

Mr. Grier moved to go into Executive Session reference below reasons, seconded by Mr. Mergner:

Pursuant to 29 Del. C. §10004(b)(4) Strategy sessions, including those involving legal advice or opinion from an attorney-at-law, with respect to collective bargaining or pending or potential litigation (Union Contract)

Pursuant to 29 Del. C. §10004(b)(2) Preliminary discussions on site acquisitions for any publicly funded capital improvements, or sales or leases of real property (Property Sale)

Motion carried.

Mayor Shupe recessed the Council Meeting at 9:10 p.m. for the purpose of an Executive Session as permitted by Delaware's Freedom of Information Act.

RETURN TO OPEN SESSION

City Council returned to Open Session at 9:24 p.m.

Union Contract

No action required.

Property Sale

Mr. Grier moved to deny the offer on the property in question, seconded by Mr. Mergner. Motion carried.

ADJOURN

With no further business, Mr. Grier moved to adjourn the Council Meeting, seconded by Mr. Gleysteen. Motion carried.

The Council Meeting adjourned at 9:26 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
April 20, 2015

A Meeting of the Police Committee of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware on Monday, April 20, 2015.

PRESIDING: Chairman Douglas Morrow Sr.

IN ATTENDANCE: Police Committee Members S. Allen Pikus and Katrina Wilson
Police Chief Keith Hudson and City Clerk/Recorder Terri Hudson

Chairman Morrow called the Police Committee Meeting to order at 5:34 p.m.

Parking Issue-Downtown Milford

Chairman Morrow turned the meeting over to Chief Hudson.

Chief Hudson informed the committee that he met with Chuck Stanko, Co-Owner of Dolce and Councilman Pikus earlier this month regarding a parking issue. There have been a number of parking-related problems because of the varied parking time limit signs throughout the downtown area. Currently some areas allow only one-hour parking, some allow two-hour parking and some are unrestricted. He believes that applying the same time limit would eliminate the confusion.

Mr. Stanko volunteered to survey twenty-three businesses in the downtown area. Each business was asked to select one of the following four options:

- Two-Hour Parking
- Two-Hour Parking Monday thru Friday
- Two-Hour Parking Monday thru Saturday
- Two-Hour Parking Monday thru Saturday from 8:00 a.m. to 5:00 p.m.

The majority of the businesses (nine) preferred the two-hour parking option from Monday through Saturday 8:00 a.m. to 5:00 p.m. As a result, Chief Hudson recommends that Walnut Street beginning at Jesus Love Temple to Northwest Front be designated accordingly and that all current signs be removed and new signs installed stating the new restriction. He emphasized this would make much more sense and create less confusion not only for his officers, but the public in general.

The police committee agreed that consistency should solve the issue.

Mr. Pikus then explained that several businesses dropped the survey off to him; both Davis, Bowen and Friedel and the Marvel Agency had no preference because neither was open on Saturday. However, he agrees with Chief Hudson that some continuity is needed and hopes this takes care of the problem. He said it is very confusing adding that there are different signs at each end of the street and no one knows which one applies.

Mr. Morrow agrees it should be consistent. He asked what area is being considered. Chief Hudson suggests Walnut Street from Causey Avenue to Northwest Front Street on both sides of Walnut. The exception would be any handicapped area.

Chief Hudson also noted that he will contact DelDOT to get their approval due to this being a state-maintained roadway.

Mr. Morrow asked if this should include Southeast Front and Southwest Front Streets; it was confirmed the only problem appears to be in the downtown area on Walnut Street.

Chief Hudson stated that should council agree with this recommendation, he will contact Street Superintendent Tim Webb and ask him to walk this area with him. The chief agrees with Mr. Stanko there are several parking spaces and curbs that

are painted and adds to the confusion. However, most of those areas contain old, faded paint which was probably the result of some problem years ago and there is no reason for it today. He feels the best way to address that is for him and the street superintendent to walk that street and determine how this can be done.

Mr. Pikus agreed noting that the one spot south of the antique shop is very confusing and he believes it should be a handicapped space though that requires an official sign. Chief Hudson explained that any designated handicapped space must contain an official upright sign identifying the space is reserved for handicapped use only. The chief said there is a handicapped parking sign though drivers are unsure which space it is meant for. He said what makes it worse is the curbing north of the sign is painted blue and there appears to be two to three unmarked spaces though they are not legally lined. As a result, it is difficult to determine which space is handicapped though he believes it was meant for the space before or north of the sign.

Regardless, the spaces are not properly lined according to Chief Hudson.

Mr. Pikus said at one time it was a driveway and because it was too narrow it was closed off from the street. It has been used as an enclosed walkway since.

Ms. Wilson has no objection adding it is always smarter to be consistent so that everyone is on the same page. She emphasized the importance of educating people so that they are aware of the new restriction.

Chief Hudson agreed stating that it will take some time before people are full aware of the new time limit and that will be taken into consideration after the signs are installed.

Ms. Wilson moved to recommend to council that the parking on Walnut Street from Causey Avenue to Northwest Front Street be restricted to two-hours from 8:00 a.m. to 5:00 p.m. Monday through Saturday and that Chief Hudson review the area with the City Street Superintendent to ensure all signs will be consistent, seconded by Mr. Pikus. Motion carried.

Chief Hudson said he will also contact DelDOT to ensure they are in agreement.

ADJOURN

With no further business, Chairman Morrow adjourned the Police Committee Meeting at 6:15 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder