

City of Milford



CITY COUNCIL AGENDA

Monday, October 9, 2017

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

6:00 P.M. WORKSHOP

Call to Order - Mayor Bryan Shupe

New Business

Classification and Compensation Study Results

Adjourn

7:00 P.M. COUNCIL MEETING

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

Police Officer Recognition

Proclamation 2017-17/Dysautonomia Awareness Month

Proclamation 2017-20/Extra Mile Day

Monthly Police Report

Monthly City Manager Report

Pavement Condition Presentation

Monthly Finance Report

Committee & Ward Reports

Communication & Correspondence

Unfinished Business

Adoption-Ordinance 2017-20/Chapter 180-Residential Rental Operating License

Adoption/Ordinance 2017-21/Chapter 57-Planning Commission

Adoption/Ordinance 2017-22/Chapter 178-Real Estate Transfer Tax

New Business

Adjourn

Motion to Enter Executive Session

- A. Executive Session pursuant to 29 Del. C. §10004 (b)(4) for the purpose of the discussion of strategy sessions, including those involving legal advice or opinion from an attorney-at-law, with respect to collective bargaining or pending or potential litigation.

Return to Public Session

- A. Potential vote related to strategy sessions, including those involving legal advice or opinion from an attorney-at-law, with respect to collective bargaining or pending or potential litigation.

All items on the agenda are subject to a potential vote.

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

082317 082817 091217 092817



Job Classification and Compensation Study

October 9, 2017



Presentation Outline

1. Scope of Work
2. Employee Outreach
3. Comparators
4. Compensable Factor Score
5. Salary Scale
6. Open Discussion

Work Product

1. Scope of Work

Work Product



Scope of Work

Goal

Provide recommendations necessary to establish and maintain an equitable and easy to administer classification and compensation system for the City's full-time positions.

Full Scope

- 65 job titles
- Approximately 106 full-time employees

Base

All non-elected City employees including International Brotherhood of Electrical Workers (IBEW) employees as well as civilian police and command staff.

Base Plus Police

Add the union police officers (General Teamsters Local LU 326) to the Scope of Work.

Phase I – Classification Study

The classification study tasks as set forth by the Request for Proposal included the following:

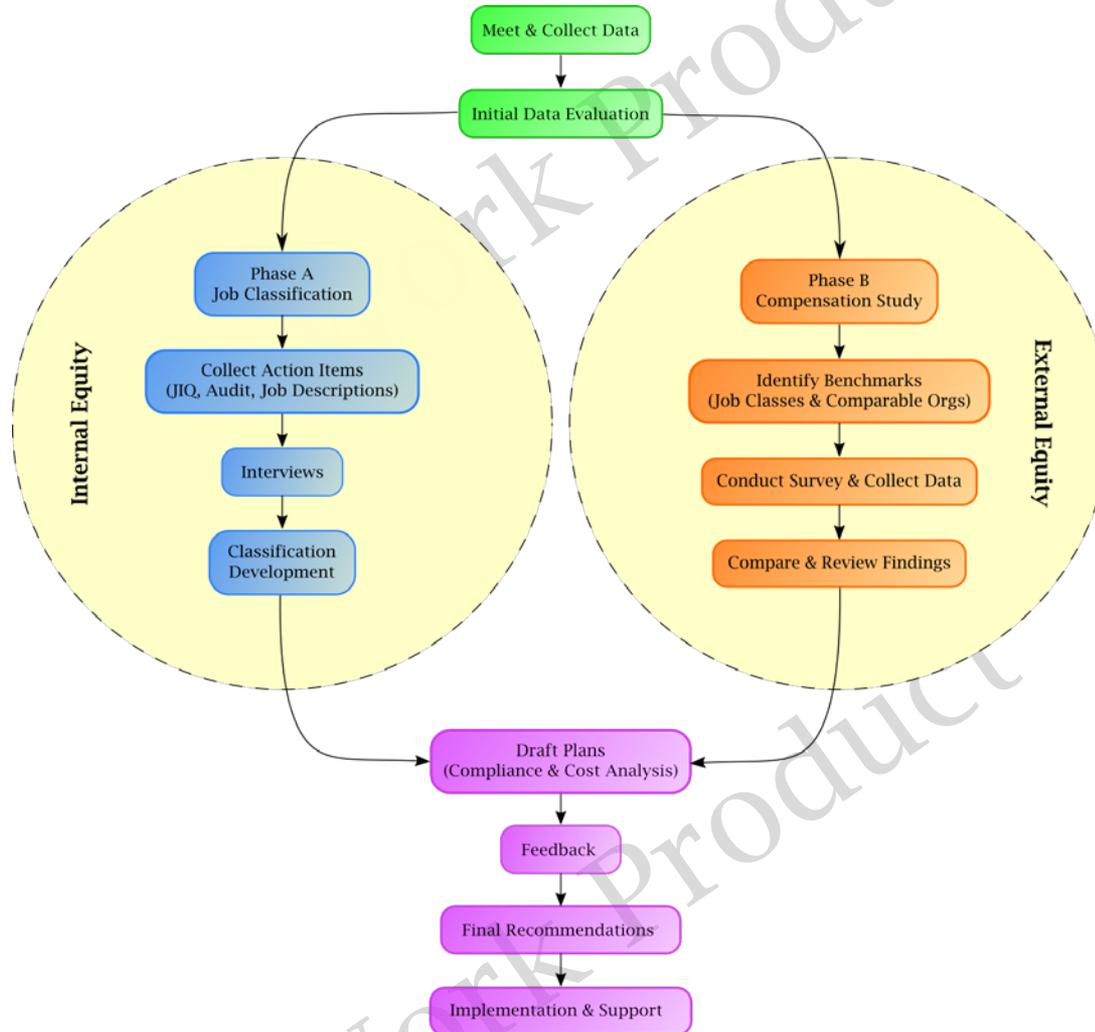
- Review of background materials.
- Communicate with leadership and employees.
- On-site orientation sessions with employees.
- Development, distribution, collection, and review of job analysis questionnaires.
- Review of existing classifications for regulatory compliance.
- On-site focus groups with employees to verify/clarify information received.
- Analysis of findings.
- Job Description review and updates.
- Recommendations for classifications and job families if warranted.
- Development of administration manual for the City to objectively evaluate new or revised positions as well as an employee appeal process.

Phase II – Compensation Study

The classification study tasks as set forth by the Request for Proposal included the following:

- Review of current compensation practices and conduct an internal salary relationship analysis.
- Identify external market comparators and benchmark job titles.
- An external market salary survey of public and private sector organizations.
- A pay compression analysis.
- Recommendations for an externally competitive and internally equitable salary/step plan for each job class.
- A written final report with specific recommendations.
- Preparation of a fiscal impact analysis of recommendations.
- Training as needed to ensure proper implementation and maintenance of the new classification and compensation structure.

Project Approach



Work Product

2. Employee Outreach

Work Product



Job Analysis

The purpose of conducting a job analysis is to gain an accurate understanding of the actual work performed to compare like positions in the external market.

- Paypoint HR used our Position Vantage Point (PVP) job analysis tool to update job descriptions.
- The PVP results were used to accurately compare the positions within the City to those in the external market.

Milestones

- Briefing sessions held over a 2-day period to discuss the Scope of Work, their roles, and to review the job analysis questionnaire.
- A custom website was created for employees to complete the Position Vantage Point (PVP) questionnaire.
- A total of 100 PVP's were completed with 86 responses being reviewed by approximately 22 supervisors.
- A second website was created for managers to review a copy of the employee response and give their own response to the same questions.

Focus Groups

The purpose of conducting focus groups is to:

- Help the consultant to gain a clear picture of how the existing pay plan is being utilized.
- Allow employees to have further involvement in the study which in turn will help the implementation process.
- Look for areas of improvement.

Milestones

- Paypoint HR conducted a total of 25 focus group sessions
- The majority of the focus groups were held onsite over a 2 day period with a couple of sessions held on a 3rd day via teleconference.
- Approximately 90 employees participated in the focus groups.

Summary Highlights from Employee Focus Groups

Paypoint HR compared the notes from each of the 25 focus groups and looked for patterns by topic. The following list gives a general summary of the input received.

Organizational

- Job descriptions need updated with convenient centralized access them.
- Need a City-wide goal and strategic plan to prioritize day-to-day operations.
- Like consistent meetings with supervisors.
- Employees are encouraged by new leadership and their follow-through.
- They feel there is a need for succession planning and additional training opportunities.
- Would like to see clear career ladders.
- Difficulty hiring and retaining staff for certain positions.

Environmental/Situational

- Employees take pride in their work.
- They see the economy improving.
- Employees would like to see controlled growth for Milford.
- Impact of Great Recession on pay, tools, and staffing levels has affected morale.
- Better communication needed.
- Changing demographics and a need for the City to adapt.
- Employees would like to see more resources for grants.

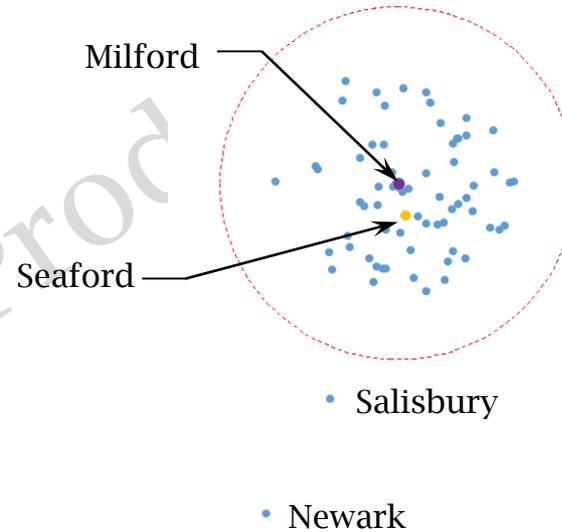
Work Product

3. Comparators

Work Product

Comparators Factors

- Population
- Cost of Living Adjustment
- High School Graduation Rate
- Labor Force Participation Rate
- Median Household Income
- Median Housing Price
- Unemployment Rate



List of Comparators to the City of Milford

Berlin, MD	Bridgeville, DE	Cambridge, MD	Camden, DE
Chestertown, MD	Clayton, DE	Delmar, MD	Dover, DE
Easton, MD	Elkton, MD	Elsmere, DE	Federalsburg, MD
Fruitland, MD	Georgetown, DE	Harrington, DE	Laurel, DE
Lewes, DE	Middletown, DE	Millsboro, DE	Milton, DE
New Castle, DE	Newark, DE	Ocean City, MD	Ocean View, DE
Princess Anne, MD	Salisbury, MD	Seaford, DE	Selbyville, DE
Smyrna, DE	Snow Hill, MD	Townsend, DE	

Work Product

4. Compensable Factor Score

Work Product

Compensable Factor System

Position Vantage Point

- Education
- Certifications
- Work Duties
- Work Experience

The diagram shows a circle divided into two main segments: a light blue segment labeled 'Background' and a light green segment labeled 'Environment'. To the left of the circle are two lists of factors. The top list (Education, Certifications, Work Duties, Work Experience) is associated with the Background segment. The bottom list (Physical, Working Conditions, Interaction) is associated with the Environment segment. The circle is also divided into four quadrants by a vertical and a horizontal line.

Position Vantage Point

Background

First Name

Middle Name

Last Name

Job Title

Job Category

- Administrative *(e.g., Accounts Payable, Admin. Assistant, Secretary)*
- Education *(e.g., Teacher, Librarian, Social Worker)*
- Executive *(e.g., Department Head, Assessor)*
- Fire & Rescue *(non-administrative)*
- Laborer *(e.g., Bus Driver, Custodian, Maintenance)*
- Law Enforcement *(non-administrative)*
- Professional *(e.g., Accountant, Marketing, Engineer, Lawyer)*
- Skilled Trade *(e.g., Mechanical/Electrical/Water Inspector)*
- Trade Supervisor *(e.g., Shift Supervisor, Foreman)*
- Other *(Other)*

Status

Full-Time Part-Time

Work Week (Hours)

Supervisor Name

Job Description

Compensable Factor System

Current Grade	Job Title	CFS Score
18	City Manager	118.2
17	Chief of Police	109.7
16	Director of Public Works	75.4
16	Finance Director	72.1
15	City Engineer	45.3
15	Superintendent, Electric	63.1
14	Coordinator of Planning & Economic Development Activities	71.1
14	Information Technology Manager	66.8
14	Police Captain	69.2
13	City Clerk	38.7
13	Director - Parks & Recreation	41.2
13	Police Lieutenant	44.8
13	Supervisor, Streets & Solid Waste	35.6
12	Accounting Manager	43.6
12	Customer Service Manager / Software Specialist	42.8
12	Human Resources Manager	53.6

84% Correlation between CFS Score and Average Salary from the External Market

Work Product

5. Salary Scale

Work Product

Salary Scale

Living Wage for Sussex County - \$11.54
 10% between grades, 2% between steps

Grade	Min Step 01	Mid Step 16	Max Step 31	Step Increase	Spread
G01	\$11.54	\$15.00	\$18.46	\$0.23	60%
G02	\$12.69	\$16.50	\$20.31	\$0.25	60%
G03	\$13.96	\$18.15	\$22.34	\$0.28	60%
G04	\$15.36	\$19.97	\$24.58	\$0.31	60%
G05	\$16.90	\$21.97	\$27.04	\$0.34	60%
G06	\$18.59	\$24.17	\$29.74	\$0.37	60%
G07	\$20.45	\$26.58	\$32.72	\$0.41	60%
G08	\$22.50	\$29.25	\$35.99	\$0.45	60%
G09	\$24.75	\$32.17	\$39.59	\$0.49	60%
G10	\$27.23	\$35.39	\$43.56	\$0.54	60%
G11	\$29.95	\$38.93	\$47.91	\$0.60	60%
G12	\$32.95	\$42.83	\$52.70	\$0.66	60%
G13	\$36.25	\$47.12	\$57.98	\$0.72	60%
G14	\$39.88	\$51.83	\$63.78	\$0.80	60%
G15	\$43.87	\$57.02	\$70.16	\$0.88	60%
G16	\$48.26	\$62.72	\$77.18	\$0.96	60%
G17	\$53.09	\$69.00	\$84.91	\$1.06	60%

Work Product

Open Discussion

Work Product





City of Milford
10 S.E. 2nd Street
Milford, Delaware 19963

Job Classification and Compensation Study



Paypoint HR, LLC
695 Santa Maria Lane
Davidsonville, MD 21035
(443) 336-4272
(443) 926-9930 FAX

Submitted on
September 27, 2017

Table of Contents

A. Executive Summary.....	2
B. Recommendations.....	4
Salary Recommendations	5
Non-Salary Recommendations.....	6
C. Introduction	10
Scope of Work.....	10
Methodology.....	11
Summary of Classification Survey Findings	16
Focus Groups	18
Summary of External Survey Findings.....	29
Benefit Survey Summary.....	30
D. Public Comparators	32
E. Private/Semi-private Comparators.....	38
F. Benchmark Positions	39
G. Proposed Salary Schedules.....	40
H. Compensable Factor Score from Position Vantage Point Job Survey	42
I. Salary Schedules.....	45
J. Recommended Salary Adjustments	46
K. Additional Items.....	47

List of Tables

Table 1 - Communities in Proximity to Milford.....	33
Table 2 - Communities in Proximity to Milford (Sorted Alphabetically).....	33
Table 3 - Economic Data of Milford and Comparators	34
Table 4 - Variances of Comparators	35
Table 5 - Benchmark Positions.....	39
Table 6 - 2016-2017 Pay Schedule, General Employees	41
Table 7 - Compensable Factor Score (CFS).....	42
Table 8 - Proposed General Salary Schedule	45

A. Executive Summary

Paypoint HR is pleased to present this Job Classification and Compensation Study to the City of Milford, Delaware. The study began March 2, 2017 and was completed for presentation to the City Council on September 27, 2017. The intent of the study was to assist the City in:

- Implementing updates to the City of Milford's current Classification and Compensation Plan;
- Ensuring positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together;
- Providing salaries commensurate with assigned duties;
- Clearly outlining promotional opportunities and provide recognizable compensation growth;
- Providing justifiable pay differentials between individual classes; and,
- Verifying that the recommendations are competitive within relevant labor markets.

The study included approximately 65 position titles occupied by approximately 110 full-time employees (not including elected officials). Positions included single or multiple incumbent positions in a job series (such as Electric Line Technician I, II, III). Paypoint HR, LLC considered the objectives of the City and recommended changes necessary to establish and maintain an equitable and easy to administer classification and compensation system for the City's full-time positions. Collectively Bargained Units considered in this study include the General Teamsters Local Union 326 (Teamsters LU 326). The International Brotherhood of Electrical Workers (IBEW) Union employees were initially included in the study. The resulting information was utilized in successful Union negotiations, and has already been applied. As such, there is no need to report the findings in this document.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety in order to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. Paypoint HR has identified opportunities but it is up to the leadership team of the City to determine which are most appropriate and the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data it is possible to make informed decisions with regard to possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. The City of Milford will need to consider all components in making final decisions.

City of Milford, Delaware Job Classification and Compensation Study

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions Milford competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at optimal levels to meet the growing demands of the community.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an “apples to apples” comparison. The compensation phase consisted of an external market survey of local public and private sector organizations to determine what the local labor market pays for specific jobs.

The purpose of collecting and analyzing external market data was to understand the external value of jobs and to address the following issues.

- Ability to adopt standardized job titles and salary pay ranges while maintaining autonomy about decisions on pay
- Changing job functions within a job title
- Determination of best practices and opportunities
- Difficulty recruiting qualified staff
- Difficulty retaining qualified staff
- Internal and external inequities
- Pay compression
- Impartial recommendations and confidentiality
- Fiscal impact of recommendations
- Effective administration and ongoing maintenance of recommended pay scales

B. Recommendations

Lower turnover rates, the ability to attract a better pool of job candidates, and improved morale are examples of positive benefits of introducing an internally and externally equitable classification and compensation system.

Having excellent staff is key to successful organizations. It is important for Milford to retain a highly qualified work force by providing a transparent, fair, fiscally responsible and competitive compensation program. It is equally important, that the City not overpay positions. The proposed implementation plan carefully balances these two considerations.

As an independent contractor, Paypoint HR has taken an unbiased assessment of the organization and compiled its findings and recommendations in this report. These recommendations are presented as opportunities for the City to provide the highest levels of service to the community in a fiscally responsible way.

Our recommendations address both external (market) and internal (job responsibility) equity issues. The recommendations in the report accomplish the following:

- Brings about internal equity for employees in consideration of time in position;
- Standardize the salary plan for internal administration;
- Provides a simple, easy to understand plan for employees;
- Addresses any salary that is above or below the market range; and
- Allows for simplification of future pay structure adjustments to accommodate for market changes.

These recommendations achieve the maximum amount of internal equity without reducing the pay of any employee. The recommendations also ensure that Milford will remain a good steward of its service programs and the budget that support them.

Once the recommendations are put in place, the City should experience full equity as new hires are brought on and the City experiences normal attrition.

Below are recommendations for updates to the existing pay plans along with their associated costs for the City of Milford. The City should use the fiscal impact of these recommendations to assist in prioritizing and planning for future budgets. The salary recommendations are listed in order by what Paypoint HR considers to be of greatest need.

Salary Recommendations

1. Raise the salaries of positions that are *substantially* below market, first.
2. Raise the salaries of positions that are below market, second.
3. Continue to adjust the salaries of positions that are near market with cost of living adjustments as calculated based on the Southern Mid-Atlantic Region CPI.
4. Discontinue making cost of living adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.
5. Recommend reclassifying positions when necessary in the future in accordance with the Compensable Factor Score (CFS) produced from the employee and management Position Vantage Point (PVP) job description surveys.

Work Product

Non-Salary Recommendations

Below are recommendations listed by category for additional recommendations the City may want to consider.

Benefits

- The City's' supplemental benefit package offers a strong competitive plan for employees overall. One possible improvement would be with regard to educational assistance. The City should consider developing a more formal policy and setting aside funds annually for employees to take advantage of the benefit. An example of a more formal educational assistance program would be to establish the types of courses eligible, acceptable educational facilities, expectation of minimum performance requirements, annual or lifetime maximums for assistance, as well as a potential pay-back scale if the employee terminates before specified anniversary dates.
- Consider revising the existing monetary payout for unused leave to a deferred compensation program by creating a retirement health savings plan specifically for this purpose.
- Move forward with the City's plan to update the HR manual for telework. The updates should create a formal policy that addresses obstacles such as security of data, hours & scheduling, communication channels, approval, and performance expectations.
- If the City only offers telework as a special accommodation for employees it should communicate the policy to staff and remain sensitive to HIPAA laws.

Retaining and Recruiting Employees

- Consider a referral program for employees who refer successful hires.
- Implement predictive analysis testing as a condition of hiring or promotion.
- Develop succession planning & internship programs to grow employees from within the organization.
- Make community safety a priority not only for existing residents but to also make the City more attractive to potential job candidates.
- Promote diversity.
- Conduct a staffing level study of similar municipalities.

Leadership

- Continue strategic planning for the City. Clarify, goals, milestones and communication relationships.
- Implement 360° evaluations for performance of department heads and then expand it to employees as appropriate.

- Human Resources and Supervisors should review updated job descriptions with employees annually. Preferably, the employees should have online access to job descriptions.
- Adopt the recommended updates in the most recent personnel handbook and have it available to employees.
- Improve communication channels within the organization and across service units as well as to the community through a City-wide public relation campaign.
- Have members of the leadership team reach out to employees and continue to have an open-door approach. An example of this is the departmental meetings with the City Manager called “*Eat with Eric.*” These breakfast meetings with 6-8 employees who are randomly selected from various departments are effective in building rapport and improving communication across the organization.

Tools and Technology Recommendation

- Develop a strategic plan that incorporates internal communication across departments.
- Create a central library for employees to access internal information like job descriptions.
- Consider purchasing additional patrol cars and allowing police officers that live in Milford to take home marked vehicles.
- Consider the purchase of rifles for each Patrol Officer.
- Train additional staff in the Police department on troubleshooting the Tracker software.
- Incorporate the Compensable Factor System (CFS) to assist the City in appropriately and objectively placing jobs into the appropriate pay grade based on the knowledge, skills, and abilities required for the position.

Classification Recommendations

- Changing the wording of some titles would help add clarity to the responsibility of positions.

The tiers of titles would then be:

- City Manager
- Department Director
- Assistant Department Director (*when needed and approved)
- Superintendent / Administrator
- Supervisor
- Coordinator / Technician-Assistant
- Aide / Clerk

The Compensable Factor System (CFS) will assist the City in appropriately placing jobs into the appropriate pay grade based on the knowledge, skills, and abilities required for the position.

- Incorporate the implementation manual once the plan is accepted and utilize the job discussion request and job discussion guide forms when a substantial change to a position is incurred.
- In anticipation of the Electrical Superintendent's retirement, it is recommended that the City evaluate the opportunity for the current Electrical Operations Supervisor to be trained to take on additional administrative and technical responsibilities of the Electrical Superintendent's position as a succession planning initiative.
- It is recommended for the Police Captain to be included in the City Executive Management team as the position has similar responsibility levels as a Director and to promote positive communication channels across the organization.
- It is recommended for the City to change the job title for the Coordinator of Planning & Economic Development Activities to a Planning & Development Director.
- It is common for employers with 125 employees or more with collective bargaining units to have a Human Resources Director. Once the City reaches a labor force at or above this level, it could convert the Human Resources Administrator position to the Director level. At the same time, the City may need to establish a Human Resources Assistant or Human Resource Generalist position from one of the existing support positions in an effort to create a job family succession plan.
- It is recommended the City adopt the compensation recommendations for Officer positions in the Police department. When negotiating Union agreements going forward, the City should be cognizant of the impact of changes to Officers and Managers.

Pay Structure Recommendations

- Timing of implementation of the new pay scale should occur at either the adoption of the new budget or at the beginning of the calendar year. Prior to implementation there should be education on the updates done by Human Resources with each employee. The education should include a simple spreadsheet showing the employee their pay on the current system as compared directly to their pay on the new system.
- Managing compensation overall is a fluid task and it is recommended that the City adopt a pro-active approach by conducting regular market analysis on certain key positions annually and every 3-4 years conduct a formal comprehensive study.

- Adopt the Compensation Factor System (CFS) developed for the City by Paypoint HR to help determine the proper classifications for existing positions as the job evolves over time and to determine appropriate placement of new positions within the existing system.

Performance Reviews

- The challenges with annual performance reviews are in making them simple enough to complete in a timely manner, unbiased, and agile. Whether or not Milford chooses to adopt the performance evaluation structure offered by Paypoint HR, we recommend that the City incorporate a 360° review approach to performance reviews. A 360° review includes information solicited from the employee, the employee's subordinates, peers, and supervisors. To address the issues of making the review timely so that employees can make adjustments to positively impact their pay, we recommend quarterly conversations with managers where the focus is on development and short-term goals. Implementation would consider conducting an initial 360° and then using the results to determine short-term focus.
- If the City prefers it may choose to initially conduct 360° performance reviews for management positions only. This approach may allow for a "beta" test and should improve morale of employees by having management model the behaviors it is trying to encourage. Either the highest scoring performers in the review or those that met pre-set standards would then be eligible to receive performance pay.

C. Introduction

Paypoint HR was commissioned by the City of Milford, Delaware to conduct a Job Classification and Compensation Study. The City has undertaken the goal of preparing itself for anticipated economic, demographic, and industry related fluctuations. By preparing for changes in demand for labor, Milford will be better able to cost effectively provide its residents with an excellent quality of life.

To level the playing field for its staff and position itself for the future, the City has set out to conduct a compensation and benefits plan review and analysis. An advantage to conducting this project using an outside consultant was the ability to look objectively at pay across the organization. This data will help the City to make informed decisions about employee pay. In turn, the City will be able to attract and retain the best employees to care for the community it serves and to improve its ability to meet community goals.

Comprehensive wage comparability studies ensure that wages paid to all staff, from management to the front-line, are competitive to both those within the organization and those paid for similar work in the labor markets in which the City competes.

Scope of Work

The City intended the Study to include employees that are not part of the police union, including civilian police employees and command staff. Alternatively, the Scope of Work intended to add the union police officers. This Study covers both police and electric union and non-union employees.

The City of Milford and Paypoint HR worked together to clarify job roles to ensure the data compares “apples to apples” for the essential functions of the positions studied. It was decided to involve employees and get their input through job analysis questionnaires and focus groups to assist in the clarification of current job duties and help uncover areas of improvement. The results were helpful in accurately and effectively determining internal equity and conducting the external market analysis.

The purpose of collecting and analyzing external market data was to understand the external value of jobs, compare the findings to the City’s Pay Plan, and develop recommendations.

The market data serves as an indicator of market trends and the internal job analysis serves as a balancing element for determining pay grade assignment. Paypoint HR’s target salary recommendations consider the following:

- Milford’s short and long-term strategic plan,
- Current salary,

- Current job title or rank
- Education, Experience, Knowledge, Skills, Abilities, Certification levels, and,
- Length of service.

The integrated findings from both the classification phase and the compensation phase have resulted in the overall recommendations and has been critical in addressing the following issues:

- Difficulty in recruiting qualified individuals for certain positions;
- Difficulty in retaining qualified employees;
- Internal and external pay equity;
- Pay compression;
- Strengths and weaknesses of the existing Pay Plan; and,
- Fiscal impact of recommendations.

As part of the research developed by Paypoint HR, we have generated comparative ratio report including each position. The industry term for this report is called a compa-ratio report. These reports show each position considered in this study, with their respective compensation and compensation relative to the external market data. All calculations consider the standard number of hours an employee is expected to work based on the position. Using an hourly rate allows for a fair comparison of pay from one organization to another as each organization may have different expectations for the number of hours worked. This approach eliminates confusion caused when using annual salaries.

The final report includes current market pay data by job and compares Milford's Pay Plan to the overall findings.

Methodology

The study was divided into two parts: an internal equity classification phase and an external equity compensation phase. The classification phase was initiated first and included the identification, review, and analysis of work being performed in various positions. Paypoint HR then used this information to more accurately compare compensation for work done by employees within the City to employees doing similar work in the external market.

Phase I - Classification Study

The classification study tasks as set forth by the Request for Proposal included the following:

- Review of background materials to establish a baseline
- Communication with leadership and employees
- On-site orientation sessions with employees

- Development, distribution, collection and review of job analysis questionnaires
- Review of existing classifications for regulatory compliance
- On-site focus groups with employees to verify/clarify information received
- Analysis of findings
- Job Description review and updates
- Recommendations for classifications and job families if warranted
- Recommendations for an employee appeal process
- Development of administration manual for the City to objectively evaluate new or revised positions

Phase II - Compensation Study

The classification study tasks as set forth by the Request for Proposal included the following:

- Review of current compensation practices
- Internal salary relationship analysis
- Identification of appropriate external market comparators and benchmark job titles
- An external market salary survey of vetted public and private sector organizations
- A pay compression analysis
- Recommendations for an externally competitive and internally equitable salary/step plan for each job class
- Development and preparation of training materials and training sessions for key staff to implement and maintain recommendations
- A written final report with specific recommendations and the methodology used to develop the new Classification & Compensation Plan
- Preparation of a fiscal impact analysis of recommendations
- Training as needed to ensure proper implementation and maintenance of the new classification and compensation structure

Background Information

Paypoint HR recognizes that implementations of the new or revised compensation and classification programs must take into account the financial environment, current pay structures, and other variables unique to the City. Paypoint HR has worked to provide an implementation plan that will address current inequities and will provide a framework for external competitiveness.

The City of Milford is a full-service municipal government located in both Kent & Sussex Counties in the State of Delaware. According to the Delaware Census Data reported July 1, 2016, the current population is estimated to be approximately 10,239. The City is ranked 11th for total population and 8th for diversity index out of 77 incorporated municipalities in Delaware. The City provides utilities (water, wastewater, and electric), public services

(street maintenance, solid waste collection, and utility and tax billing), police protection, and operates and maintains parks and recreation programming and facilities.

The City has collective bargaining agreements with the entry level police patrol officers through the rank of Sergeant and electrical department employees.

A comprehensive job classification and compensation study was completed in 2007/2008, which created the current Pay Grade structure and was implemented as of July 1, 2008, along with the creation and/or update of job descriptions.

The recommendations of the study adopted in 2008 had included pay increases for City positions that were to occur over the following three (3) years. The initial first year increase were put into place. However, due to the unfavorable economic climate of the Great Recession of the late 2000's and early 2010's, the City was unable to implement pay increases in the subsequent years. The City has followed the pay scale recommendation implemented in 2008 to adjust pay annually based on the South Consumer Price Index which is approximately 1.7% for the last ten years.

The current City Pay Plan has 16 grades (3 - 18) for a mixed hourly and salaried workforce that works 40 hours per week.

Recent Developments

The City is anticipating the impact of previous decisions to begin impacting the work environment and culture. Some of these decisions include:

The purchase of an automated refuse truck which will need only one staff member to operate instead of two and allow for the City to re-assign the additional employee.

Addition of the new 3.23-acre electric substation on Rt. 14 Milford-Harrington Hwy. that improves operational efficiency and ensures ability to meet capacity demands during the summer.

Recent hiring of a new City Manager, Eric Norenberg, ICMA-CM and new Public Works Director, Mark Whitfield, who both bring experience in the public sector with them. Eric has a Bachelor of Science in Political Science from Heidelberg University in Tiffin, Ohio, a Master of Public Policy from the Ford School of Public Policy at the University of Michigan and he is an ICMA Credentialed Manager. Mark is an active member of the American Public Works Association (APWA), and has served on several APWA committees, including the APWA Solid Waste Committee for six years (two years as Chair) and is a past president of the APWA Central Pennsylvania Chapter Executive Board. In 2009, Whitfield was named an APWA Jennings Randolph International Fellow. Their collective experience enables the City to adopt industry best practices, knowledge, and innovation to ensure smart growth.

Growth

Milford has a favorable environment that attracts new businesses and is projected to have continued growth. Growth rates for Milford are estimated to be:

	Growth Rates 2016-2020
Population	1.39%
Households	1.21%
Families	1.17%
Median Household Income	1.28%
Per Capita Income	1.56%

Ref: Delaware Census Data, July 1, 2016

This growth is transforming the once-secluded summertime beach destination into a year-round community. Indicators of sustained growth are the building of infrastructure, housing units and year-round amenities.

Examples:

- Delaware's Strong Neighborhoods Housing Fund, the Milford Housing Development Corporation will use \$500,000 to create 10 housing units in the City's Downtown Development District area.
- Anticipated opening of the new Bayhealth 168 bed hospital campus in 2019 which will bring additional jobs to the City.
- Opening of the DE Turf Sports Complex, a 5-acre, state-of-the-art multipurpose sports complex featuring 12 synthetic turf fields with sports lighting and scoreboards, centered by a major 700 seat championship stadium. The fields surround a world class indoor field house complex complete with restrooms, concession stands, office space, locker rooms and a multipurpose room.
- Governor Jack Markell's announcement of a statewide expansion of Delaware's Downtown Development District (DDD) program to include the City of Milford. Investors who make qualified improvements to residential, commercial, or industrial properties in Milford's District Area now may qualify for state and local development incentives.

Challenges and Opportunities

Changes in the City's operation, increased needs of the community, major economic shifts, and evolving job roles in the last several years has caused the type, scope, and level of work being performed by employees to change. To address these issues, the City has modified the job roles and related pay over the years.

The results of reactionary adjustments such as these are that over time they become confusing to explain and difficult to administer. A sense of unease can occur from a lack of understanding of the plan or more seriously, a perception of "special deals" being built in to the system. Another common issue with the reactionary adjustments is that they may penalize the employees who have the most experience with the organization through hiring new employees at market while not making accommodations for the existing staff. This can cause experienced employees to look to the external labor market to see what is being paid elsewhere for their position.

Challenges and opportunities the City faces include both internal and external factors such as:

Internal Factors

- Perception of employees that each department is a siloed organization without a clear central mission,
- From a historical perspective, the perception of employees is that there is a lack of communication from leadership,
- Low morale due to perception of pay inequities,
- Need for formal standards to move employees through the pay system as it pertains to new hires, promotions, reclassifications, longevity, education, certification, etc.,
- Difficulty recruiting needed staff in high demand specialties,
- Potential turnover due to baby boomers retiring and competition from other organizations for labor,
- Budget constraints & expectations for increased service levels within the community, and
- Balancing the cost of benefit management.

External Factors

- Changes in demographics with local employers hiring non-English speaking population and these employees moving to Milford.
- Employees being recruited by other local government and private organizations,
- Population growth on the rise,
- Political factors,
- Challenges meeting service demands,
- Changing standards,
- Increased regulations,

- People moving to Milford to retire with the expectations of no or low taxes,
- Crime rates are on the rise, and
- New businesses moving to the area.

Individually, any of these factors are cause for Milford to reconsider its position in the labor market. Together these hurdles require a long-term strategic plan. The consultant team initially requested in-depth data (see Appendix A) from the City and met with the City manager, Eric Norenberg, and Human Resources Manager, Lisa Carmean, to collect data and get clarification of the material provided. We would like to express appreciation to the City for providing the necessary in-depth information, coordination of schedules for the job analysis questionnaire briefing and focus group sessions, and for generating general information for this report.

Summary of Classification Survey Findings

An initial kick-off meeting was held with the City's project leadership team including the City Manager, HR Manager and other stakeholders to gain understanding of the current pay structure, establish reporting relationships, determine schedules for meeting project milestones, and to collect needed background data.

Paypoint HR used the background data collected from the leadership team to establish a baseline on the relationship between job roles and associated compensation. The initial review of the existing pay scales revealed that the Police Union Teamsters LU 326 are likely compensated at the current market rate since Collective Bargaining Agreement finalized July 1, 2014 built in pay scales through its termination date of June 30, 2018. The other employee groups have only received the annual increases and likely their pay is not in-line with the external market.

For the job analysis, Paypoint HR worked with the City's Human Resources department to schedule briefing sessions with employees. The briefings were scheduled for March 2, 2017. In preparation for this portion of the study Paypoint HR developed a custom website for the employees of Milford to complete a job analysis questionnaire. Position Vantage Point (PVP) is the proprietary tool designed by Paypoint HR to collect information about job duties from the employees. Employees are considered Subject Matter Experts on their position and their input was highly encouraged. Questions within the PVP were divided into four (4) categories. Each category covered compensable factors associated to the topic. Compensable factors are reasons for differentiation in pay for jobs. The four (4) categories in the PVP were background, skill, environment, and authority.

The internal relationship of positions and salary levels of job titles were determined by required knowledge, skills, and abilities as well as the environment and scope of decisions for which each job was responsible. Logically, titles with the most complex and most impacting decision levels were at the highest salary levels and titles with the lowest level of decision making were classified in the lower salary levels.

City of Milford, Delaware

Job Classification and Compensation Study

The purpose of the briefing sessions was to discuss the project scope, expectations, the roles of employees and supervisors, as well as to review the job analysis questionnaire. During the briefings, employees were given instructions on how to complete their individual job analysis using the PVP questionnaire. Each employee had the option to complete the questionnaire online or on a paper copy. This gave employees that either do not have access to a computer or who prefer to complete a printed version an opportunity to participate. Employees who completed a hard copy version were asked to seal their responses in an envelope provided by Paypoint HR to hand in to either their supervisor or Human Resources. The due date for submission of PVP responses was set for Thursday, March 9, 2017, giving the employees ample time from the briefing session to complete the survey. An onsite follow-up meeting was held with Eric Norenberg and Lisa Carmean on March 10, 2017.

The completed paper version PVPs were then collected by Milford's Human Resources department and given to Paypoint HR. Paper copies were reviewed by Paypoint HR and manually entered into the electronic database creating a central location for all responses. The electronic database with employees' responses was locked at this time to maintain its integrity. Copies of employee results were reviewed by their respective supervisor on a separate custom website developed for the City. The supervisors were only able to review a copy of the employees' responses who are in their charge. The supervisor's review insured compliance and accuracy. Supervisors were not able to change the employees' response but were asked to give their own response to the same questions.

After using several techniques in analyzing the data collected from the Position Vantage Point (PVP) job analysis, it was determined that enough data was collected for there to be a clear understanding of the compensable factors associated with positions. Having the PVP responses reviewed from a quantitative perspective further confirms objectivity and validity. It was discovered through the PVP findings that positions within the City align with the expected responsibilities and background requirements.

One test used to look at PVP results was a regression analysis against the market study findings. The findings were determined to be a good predictor of compensation. We will expand on this in our recommendations for ongoing administration of the pay plan.

The current system was reviewed for salary compression. Compression typically develops over time and impacts long-tenured employees who have not received pay increases commensurate with the market while new hires with less experience are brought on-board at market rate. The result is that pay is not commensurate with knowledge, skills, and abilities. It is common to see compression in pay following an economic downturn. As the economy strengthens, new employees are brought on at market while existing employees who have been subject to pay freezes are overlooked. It was found that within Milford the way that the annual Consumer Price Index (CPI) adjustments to pay are made, there is a greater risk for compression.

Further review of the current salary schedules shows that there is a wide “spread” between the minimum and maximum within each pay grade. Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often is a contributing factor to wage compression as the maximum salary is quickly achieved. Because Milford has a wide spread of 60% the risk of compression is mediated and even the most tenured employees may not have reached the maximum for their grade. In general, the pay scales do offer employees the ability to grow with the organization by providing a large “spread” between to minimum and maximums within each pay grade. After meeting with the employees in focus groups, it was found that the existing plan is not well understood and generally not motivating.

Focus Groups

Paypoint HR conducted onsite and phone focus groups with employees. Both Dr. Rick Campbell III and Karin Campbell attended all 25 sessions. The 23 onsite focus groups were held on Thursday, March 30th & Friday, March 31st. As not all the scheduled groups were able to meet during the onsite visits, two (2) additional focus groups were held on Tuesday, April 11th. The purpose of the focus groups was to have employees share valuable firsthand knowledge and opinions of the existing Milford pay plan. The focus groups generally lasted an hour and consisted of a Q & A session where Paypoint HR asked questions from a pre-set list of ten (10) questions. While the main point of the employee feedback is centered on classification and compensation these topics naturally open discussion to a number of other factors. This is a normal communication pattern and we address the topics as they presented themselves in the discussion. The City may want to consider exploring the issues raised during the study that are outside of the scope of work for a Classification and Compensation Study. A copy of the list of questions is shown below:

1. Is the current job description accurate for your unique position?
2. Do you have a clear understanding of Milford’s goals?
3. What general trends/forces impact your and Milford’s success?
 - a. Economic
 - b. Regulatory
 - c. Cultural
 - d. Technology
 - e. Organizational structure
 - f. Demographics
 - g. Political
 - h. Natural environment/Other

4. Who are Milford's competitors for labor? Who are industry leaders and what contributes to their success?
5. Has Milford had difficulty retaining, developing, motivating, and recruiting competent performers in any position?
6. Who are key sources of employees for Milford? Any recommendations?
7. Do you understand your compensation plan?
 - a. Is it motivating/fair?
 - b. Is it in-line with Milford's goals?
 - c. Does it use the right metrics?
 - d. Does it allow for advancement in your career ladder?
 - e. Is it competitive?
 - f. What does it recognize? Education, tenure, performance?
8. Does Milford's work environment encourage the following:
 - a. Personal growth,
 - b. Team Building,
 - c. Praise for effort, not just outcomes, or,
 - d. Kindness & caring?
9. Pick one:
 - a. Individual incentives
 - b. Group incentives
 - c. Individual & Group incentives
10. What recommendations for improvements do you have?

Approximately 87 employees were scheduled to attend the focus group sessions and actual attendance was very close to 100%. Employees were given an acknowledgement form to sign that explained the ground rules for focus groups. Participation was strongly encouraged but voluntary. The following departments were represented by attendees of the focus groups:

- Administration
- Customer Service
- Finance
- IT
- Parks & Recreation
- Police
- Solid Waste
- Water & Sewer
- Communications
- Electric
- Garage
- Leadership
- Planning / Zoning & Code
- Public Works
- Streets

A brief description of the comments made by focus group participants are summarized in the remainder of this section. It is important to note that the views shared in this

summary are not necessarily supported by Paypoint HR. Information that may identify the commenter has been removed. The feedback obtained provides a much stronger foundation for the study than simply reading the information from handbooks, job descriptions, and agreements. The comments and suggestions received during these meetings are one component to the study.

The format of the questions was set up so that employees see themselves as part of the bigger picture of Milford. This helps them to give feedback that is more strategic and focused on the long term.

In the following paragraphs, the responses from the Focus Groups have been grouped by topic.

1. Job Descriptions

- It was discussed that the employees would like to see their job descriptions periodically and have convenient access to them. It was thought that having them available on the City's website would make it convenient. Several employees mentioned seeing their job description within the last few days as an initiative started by the Human Resources department but that it has been several years since their job description have been reviewed to reflect changes in responsibilities that occur over time.
- Changes in the essential functions of positions can be due to technology upgrades, changes in regulations, additional education or certification requirements, organizational changes, and greater demands put on the City by the community.

2. Organizational Goals

- Employees expressed the desire to be kept informed on the City's goals. It was widely stated that employees felt that having an overall Goal for the City would help them know how to prioritize their work and make decisions on issues that directly impact the residents of Milford. A few employees recited the Chamber of Commerce's slogan of "River Town, Art Town, Home Town" as a goal for the City.
- Many groups mentioned having departmental goals or an overall idea of goals such as customer service, grant approvals, increased recycling rates, competitive electric rates, safety, cross-functional training, fast response times, and financial goals
- Parks and Recreation mentioned a goal initiated by a previous department manager of making the Mispillion River a focal point for the City. By setting that goal, the City was slowly able to create the mile-long path to host events like the Bug and Bud Festival, National Night Out, Community Parade, Eat in the Street, Holiday Stroll, and the Freedom Festival.
- In recent years due to the economic recession, it was said the goal was to find people to purchase homes in the area to bolster the local economy. It was

City of Milford, Delaware Job Classification and Compensation Study

thought that this was a short-term approach to growth and didn't take into account the risks associated with rapid growth.

- The employees generally wanted to see controlled growth that protects the small town feel of Milford and also allows for economic development.
- Employees are encouraged by the new City Manager's experience with public sector management and the fact that the City will be developing a strategic plan.
- Numerous employees mentioned their personal pride in their work as motivation to do an excellent job for the City. Employees requested having training standards and succession planning. Employees were very appreciative of training programs and wanted the City to help them continue getting information that they can bring back and use daily.
- The employees spoke highly of the existing leadership team and felt they are keeping the high standards they promised. The favorable opinion carried over into support for the changes introduced by the City Manager and Police Chief. Employees hold the new Police Chief and City Manager in high regard. There is a lot of respect for the City Manager's willingness to subject himself to a 360° performance review through the International City Management Association (ICMA) credentialing program. Equally respected is the Police Chiefs open door and transparency approach to leadership.
- The Mayor, was also seen as a positive leader for the City. The new Public Works Director's ideas for change have employee support but this department could benefit from change management training. The overall opinion was that the leadership team members promote morale and lead by example. When describing the leadership team adjectives like, honest, effective communicator, positive, open, pro-active, and dedicated were used. Employees would like to see and hear from leadership more frequently to get a better understanding of the organization outside of their department. The City Manager has held meetings with Public Works Supervisors monthly from January to July of 2017. The general employees of the Public Works department would like to meet with the City Manager to better understand the goals and vision of the City. There was the opinion that departmental goals should be shared across the organization.
- Employees would like the City committed to making facility updates to the Armory and the new Police Station.

3. General Trends

- There were a number of trends that employees felt effect their success and the success of the City.
 - a. Economic
 - Economic issues related to the Great Recession and how it affected their pay was one of the most frequent issues mentioned.

City of Milford, Delaware Job Classification and Compensation Study

- Employees recalled being told after the 2007/2008 compensation study, they would receive a 21% increase in pay over a three (3) year period in order to catch them up to the external market. They received a single 7% increase and have since only received the CPI increases annually as approved by the City Council.
 - Grants are another issue that puts stress on employees. Grant writing is not built into some job descriptions and is required to keep funding for numerous initiatives. They felt they are limited in the time they have to look for or apply to grants. They have an ongoing fear that grant money will go away or that there are grants they haven't accessed even though they are available.
 - There seems to be a trend of population growth with new businesses in the area and people from New York and New Jersey considering Delaware a good place to retire.
 - Parks and Recreation want to make as many programs accessible for youth by keeping costs low and would like to take language courses to communicate better.
 - The land in area is inexpensive and it is often less expensive to purchase and build a new home than to buy an existing home.
 - The City Hall is located in close proximity to an area frequently cited for criminal activity and there is a concern not only for the image of the City but also the safety of its employees and residents.
- b. Political/Regulatory
- The political trend was that leadership and decision quality were improving and the City has come a long way in improving the services offered to the community.
 - Employees mentioned having the impression that politicians were afraid to make tough decisions out of concern for re-election. Employees felt two-year term limits were too short for leadership to make meaningful decisions.
 - Staffing levels are not a topic for the bargaining agreements.
- c. Cultural
- Employees see children of non-English speaking parents acting as translators for the family. Staff use google translator which help communication and builds rapport.
 - Due to fear of being deported, residents do not report code or legal matters.

City of Milford, Delaware Job Classification and Compensation Study

- Nationally there have been a number of events that have reflected poorly on Police.
- Police stated they see drug use on the rise and an increase in serious crimes.
- It was stated that in the local schools there is a positive influence provided through the grant funded, Police School Resources Officers program. The program encourages relationships development with the schools, parents and students.
- Employees feel there is an improved community outreach program with the new Police Chief and events like the National Night Out at Bicentennial Park.

d. Technology & Tools

- It was discussed that there are departmental social media and public relations efforts but no centralized effort to communicate positive activities happening in the City. Employees felt community events would have better attendance if the City maximized communication outlets.
- Police Officers currently use own telephones for directions outside of city limits.
- Uniforms worn by employees in departments that have direct contact with residents help meet safety standards, maintain professionalism, and create positive image for the City.
- At the time of the Focus Groups, Milford was manually entering time cards for police officers. This method is prone to error and inefficiencies though there is some value to manual entry as it requires additional checks and balances. Since then, the City has bridged the gap between the ADP system used by the police department and the Sungard system used throughout the rest of the City by purchasing ExecuTime software which has a Sungard interface and resolves the issue.
- While Police felt staffing levels were their priority, they see a major benefit to having each officer have their own assigned rifle so that the officer in charge of them can track them better. They would also like to see the City consider offering Police that live in Milford have take-home patrol cars.
- The phone system, Milford uses does not allow the Dispatchers to distinguish between emergency and non-emergency calls. Milford may want use other phone line extensions for non-emergency calls.
- In addition to responding to emergency calls with a handheld phone Dispatchers are also responsible for monitoring cameras and opening

City of Milford, Delaware Job Classification and Compensation Study

door for officers when they are escorting prisoners. (Officers have to release hold on prisoner in order to punch in key code to open door if dispatch cannot). Recommend equipping dispatchers with wireless headsets to reduce issues.

- The Police Tracker software system goes out several times per shift and pings the Lieutenant every time. He is the sole person trained to work with the system for troubleshooting and had been contacted while on vacation to address issues.

e. Organizational

- A unique factor with regards to the organizational structure within in Milford is that the Police Chief reports directly to the Council instead of the City Manager
- Police department employees felt there was an internal inequity between the compensation of Sergeants and positions of higher rank (Lieutenants, Captain, Chief).
- Police: Police Officers mentioned having a high case load relative to other local jurisdictions.
- The Police have one or two female officers on staff and have to make calls to outside agencies if they are unavailable to process female suspects. It was felt having additional staff would be helpful for these situations.
- Employees would like to see diversity in the leadership team.
- There is no formal structure for adding positions to the existing classification and compensation plan. Feel it isn't fair or based on legitimate factors.
- Staffing levels of some departments may be too low, others seem too high which may be addressed with the updated classifications and organizational changes.
- Employees feel departments are very isolated/independent.
- When there are code infractions, the City uses available resources to assist the homeowner or business owner in meeting their obligations.
- Employees feel they have very good relationships with residents and understand the needs of the residents through individual rapport building efforts.

f. Demographics

- Employees expressed they see a growing number of non-English speaking people moving to the area to work for local businesses. A

City of Milford, Delaware Job Classification and Compensation Study

demographic trend employees have seen was a growing population of residents who speak Haitian Creole. They also have seen a greater number of minorities and families sharing housing units.

- The City uses court certified translators as necessary and have established relationships with vendors for formal interactions. For day-to-day operations, there is limited ability of staff to effectively communicate with non-English speaking residents. Employees mentioned having translation dictionaries that they keep as a reference tool. Employees see a value to having time and training to learn other languages.
- It was stated that Milford's school system has 48% of school age children on the free or reduced lunch program. It was felt this statistic was an indicator of the demographics the City serves. Employees from Parks and Recreation notice a drop in participation levels when there are issues affecting the economy like the Great Recession. Due to financial constraints, residents are unable to pay the fees for registration, transportation, or opportunity costs related to time off work.
- It was stated that retirees moving to the area do not see the same advantages to higher taxes for schools and youth services.
- There are communities that have a Milford address who are outside of the City limits. While this population does not contribute to the City's taxes, they expect City benefits and the City does try to accommodate them.
- City Police respond to calls when other jurisdictions can't get there timely through a mutual aid policy.
- Because Milford is in both Kent and Sussex Counties, staff must complete multiple forms to meet compliance standards associated with both.

g. Political

- It was felt that if the Police Chief reported to the City Manager that there would be more of a coordinated effort in reaching the City's goals.
- Employees suggested longer term limits for elected officials. The comment was made that elected officials could have a fear of making long-term decisions that are in the best interest of the City if they have perceived negative short-term implications.
- Employees would like to have management bring issues to employees directly. Morale in the Electric department was negatively impacted when the break room was consolidated into a smaller space in another building.

City of Milford, Delaware Job Classification and Compensation Study

- It was mentioned that one or two positions in the City can telework. As there wasn't a formal telework policy, it was perceived to be unfair. Human Resources is aware of the concern and is adding a formal policy to the new HR Policy Manual that is currently under review.
- Employees are encouraged by the City Council's willingness to conduct a compensation study to remain competitive and their ability to see pay as part of a strategic plan.

h. Natural Environment/ Other

- The City is impacted by tides and sea level which can put additional strain on emergency services during inclement weather. The City employees go above and beyond to keep each other and the community safe during storms and emergencies. An example that was cited was during a major snow storm, management personnel made sure that snow plow and emergency services employees were fed since everything was closed and they were working long shifts.
- Milford is larger than the city it is most often compared to Smyrna and Seaford. Milford is 5.6 square miles, Smyrna is 3.7 square miles, and Seaford is 3.6 square miles. This makes serving the community more of a challenge.
- It was stated that workload/caseload is greater than Smyrna and Seaford.

4. Milford's Competitors for Labor

- Employees listed the following organizations and possible competition to Milford for labor:
 - Private Contractors
 - Delmarva Power
 - Exelon
 - Choptank Electric Coop
 - Delaware Electric Coop
 - Other Municipalities such as Newark, Lewes, Georgetown, Smyrna, Seaford, Rehobeth, Dewey, Dover, Middleton, New Castle, University of Delaware, State and County
 - YMCA
 - Boys and Girls Club
- It was felt that competitors can easily attract younger candidates from the external labor force as well as those employees who have been trained in Milford because they don't have as great of a need for benefits.

- There is a strong word of mouth system locally and employees from different local governments talk about the work climate. Employees are attracted to Milford or leave due to proximity of family and family needs.

- Part-time employees have second jobs and cannot fill in for vacancies.

5. Difficult to fill Positions

- Employees from most departments did not feel turnover rates were above normal but did feel it was difficult to find qualified candidates for open positions.
- Employees expressed the need for Milford to prepare for baby boomers who are leaving the work force soon.
- Positions where there is difficulty finding and retaining staff:
 - Lieutenant
 - Electric Groundmen
- Employees would like to see additional openings for journeyman in the Electric Department.

6. Ideas for Sources of Labor

- Succession planning
- University of Delaware
- Other local municipalities
- Internships
- Referral Program

7. Understanding of Existing Plan

- They generally understand that their pay increases with the Consumer Price Index (CPI) Southern Mid-Atlantic Region and that the Council votes to approve it each year. The South region is comprised of Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia. Employees across the board do not feel it is motivating.
- Though HR has communicated the COLA increases, employees feel it is not easily understood because they never see the calculation behind the CPI increase. They felt it isn't straight forward and don't see the full amount reflected in their paycheck. They would like to see the calculation and have it explained. versus increased pay, this may alleviate some confusion. The electric department cited that the increase is a percent off the base pay which increases the disparity between steps. They understood the calculation to be based on the employee's

- base pay which would mean the lower on the pay scale a position was classified, the lower the increase.
- Some employees mentioned the feeling that the City is looking out for the employees and understand that experience is sometimes more important than a degree.
 - New positions seem to “jump” pay grades or do not recognize additional responsibilities. They feel it can be subjective or a popularity issue.
 - Employees stated the feeling of bias in the existing pay system due to a perceived old boy network with the former leadership. They feel current leadership seems committed to transparency, setting clear expectations, and consistent in application of policies which should mitigate these concerns.
 - Employees who oversee seasonal employees feel they are not recognized for training them.
 - Employees explained that the City gives Compensatory Time but the employees do not see it. Most departments are busy year-round so they cannot take the time earned.
 - Employees expressed that additional applicable certifications or risk exposure are not recognized in the pay system fairly.
 - It was widely accepted that the existing system is not motivating because employees have no way of impacting pay if it is an across the board increase for all staff. It was expressed that these types of pay increases are expected and employees have become “numb” to them. Employees would like the ability to recognize excellent performance. Those that perform above expectations feel discouraged when they see peers who get the same pay for less work. Milford HR is proposing recognition policy where excellent performance is rewarded.
 - Several groups expressed concern for pay compression.

8. Work Environment

- Most departments felt that there have been major strides made in making departments more connected but still felt some silo departments still exist. Previously there was the perception of manipulation and in-fighting. It was stated that with the new leadership, the culture has improved.
- Employees who have weekly departmental meetings felt more aware of organization direction and had more positive outlook. Employees appreciate when the managers implement fun activities and recognize achievements. They feel an element of respect when they are asked their thoughts on challenges which is encouraging.
- Employees appreciate the ability to take certification and continuing education courses and get reimbursed.

- Due to the nature of some positions, some employees have different workloads and higher expectations to work on weekends and holidays.
- There is no career ladder in some departments. It was stated that the only factor for consideration of a higher position in some areas is longevity.
- Employees stated part-time staff can work 8 to 12 hour shifts but do not get the same benefits as full-time employees.
- Some work units within Public Works do not feel properly appreciated or given opportunity for growth.
- Employees said they know on a day-to-day basis they give excellent customer service like; fast response times, improvements to work flow, troubleshooting, and good utilization of resources; but it is the infrequent complaint that gets the attention of their managers.

Summary of External Survey Findings

For this study, Paypoint HR gathered and compiled current pay information from the City's key competitors for labor. In order to yield results that are indicative of the labor market, both private and public-sector employers were considered. Much effort was put into determining appropriate organizations to consider for participation in the study. There were eight economic metrics considered for comparable organization selection. Paypoint HR's final report provides data representative of organizations near the City of Milford. The eight (8) metrics considered include:

- Proximity
- Population
- Median Housing Price
- Median Household Income
- Cost of Living
- Unemployment Rates
- Labor Force Participation
- High Graduation Rates

The custom external market survey was conducted to capture a clear picture of pay in the labor market. Both public and private organizations that met the selection criteria were given the salary survey. The salary information collected from the organizations that responded represented the majority of positions included in the survey. To validate the findings of the custom study, Paypoint HR used additional external market data from our resource library. Based on the results, the findings from the custom survey were found to be in line with the data from a larger pool of participants indicating that findings were relevant.

Benefit Survey Summary

The benefit survey was designed to get a snapshot of the participant's employee benefit offerings. It was not intended to be an in-depth benefit survey comparing the benefit summaries, premiums, co-pays, and deductibles. Further, benefit analysis looks at benefits as a portion of total compensation. In aggregate data, it is reported as a percentage of pay using the number of employees within each organization. Elements within each organization are not equal. For example, there may be more part-time or seasonal workers employed at an organization who are not eligible for benefits. Using part-time or seasonal wages in the calculation could skew the findings.

Questions included in the Benefit Survey addressed the following:

- 1) Does your organization have a pay for performance system in place? For example, a bonus or stipend plan? How does it work?
- 2) What pension plans do you offer and is there an employer match? What are the terms of the employer match?
- 3) Do you offer major medical, dental & vision benefits? What are the employer/employee contributions to premiums?
- 4) Do you offer employees any auto allowances?
- 5) When were your pay ranges/pay scales last adjusted?
- 6) How are salaries adjusted? (Longevity, performance, COLA, etc.)
- 7) What do benefits cost the organization in relation to the total compensation? For example, Salaries/Benefit ratio 70/30. What benefits are you including in your calculation?
- 8) What benefits do you offer to retirees?

Responses

Only one of the external market survey participants reported offering a pay-for-performance plan however five organizations stated they use performance to adjust pay. The organization with a formal performance pay plan was a utility firm and they offer a percent of total salary in an annual payout if corporate goals are met.

External Market respondents reported having defined contribution plans, defined benefit plans, State Pension Plan, 401A, deferred compensation plans, and 457 pension plans for employees. Employer matches ranged from 0% - 13.77%. The highest contribution for non-union employees was 13.5%.

Survey respondents reported paying 70% - 100% of employee only medical benefits. The majority of respondents paid 90% of the employee's premium amount. Employers

reported requiring their employees to pay more for dependent coverage up to 50% of premiums. Several respondents reported having cut-off dates for contribution amounts based on hire dates with more recent hires paying more of the premium.

40% of respondents reported offering some type of auto allowance or personal use of employer vehicles.

All respondent reported updating their pay scales in the last two (2) years.

50% of respondent reported adjusting pay based on performance evaluations. Other forms of pay increases included union agreements, longevity, COLA, annual increase as voted by Council, step increases, and based on external market studies.

Cost of benefits as a percent of total compensation ranged from 20% - 51% with an average of 33.625%. This is consistent with the national average of between 30-35% for non-union employees and 40% for union employees.

70% of respondents offered some type of benefit for retirees. Two respondents offer a life insurance policy for retirees. For medical coverage premiums, there were established parameters associated with hire date, length of service, and conversion to Medicare that determine amount of any contributions.

Work Proje

D. Public Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of the City of Milford to those of proximal communities.

Methodology

The goal was to understand how each of the thirty-one (31) proximal communities compared with the City of Milford. Seven (7) metrics that were chosen for evaluation were population, unemployment rate, labor force participation rate, median household income, cost of living adjustment, median housing price, and High School graduation rate. Each metric was assumed to be equally important and were examined individually and in combination.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a proximal community and the same metric for the City of Milford, for example, the difference between the population of Seaford, Delaware and the City of Milford. The difference was then divided by the sum of the mean value of the differences and twice the standard deviation of the differences to understand how the difference varied for each proximal community in relation to the sample population of thirty-one (31) communities as a whole.

Two standard deviations from the mean was chosen, rather than the maximum deviation, to eliminate the influence of extreme outliers. For example, the population of Dover, Delaware is more than three times larger than the population of the City of Milford. Had the maximum value been used, the relative weight of the population metric, or rather its' importance, would have been substantially skewed. If any of the metrics had a value in excess of two standard deviations from the mean, then the proximal community was considered to not be a good comparator for the City of Milford - highlighted in **red** in Table 1 through Table 4.

From a statistical perspective, Chebyshev's Inequality Theorem indicates that 75% of all data values would be within two (2) standard deviations of the mean for a generic distribution. If a normal distribution exists, then values less than two (2) standard deviations account for 95.45% of the population. The choice of population comparison is therefore statistically sound and appropriate.

A summary table of these calculations is presented in the following tables. (Sample calculations are also presented.) The variances are summed to produce a total value for each proximal community and ordered from minimum variance to highest.

City of Milford, Delaware Job Classification and Compensation Study

Table 1 - Communities in Proximity to Milford

≤ 20 miles	≤ 40 miles	≤ 60 miles	> 60 miles
Harrington, DE	Dover, DE	Townsend, DE	New Castle, DE
Milton, DE	Lewes, DE	Easton, MD	Newark, DE
Georgetown, DE	Seaford, DE	Salisbury, MD	Elkton, MD
Bridgeville, DE	Millsboro, DE	Berlin, MD	Elsmere, DE
Camden, DE	Federalsburg, MD	Middletown, DE	
	Laurel, DE	Chestertown, MD	
	Smyrna, DE	Fruitland, MD	
	Clayton, DE	Cambridge, MD	
	Selbyville, DE	Ocean City, MD	
	Ocean View, DE	Princess Anne, MD	
	Delmar, MD	Snow Hill, MD	

Table 2 - Communities in Proximity to Milford (Sorted Alphabetically)

Berlin, MD	Bridgeville, DE	Cambridge, MD	Camden, DE
Chestertown, MD	Clayton, DE	Delmar, MD	Dover, DE
Easton, MD	Elkton, MD	Elsmere, DE	Federalsburg, MD
Fruitland, MD	Georgetown, DE	Harrington, DE	Laurel, DE
Lewes, DE	Middletown, DE	Millsboro, DE	Milton, DE
New Castle, DE	Newark, DE	Ocean City, MD	Ocean View, DE
Princess Anne, MD	Salisbury, MD	Seaford, DE	Selbyville, DE
Smyrna, DE	Snow Hill, MD	Townsend, DE	

City of Milford, Delaware Job Classification and Compensation Study

Table 3 - Economic Data of Milford and Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate	HS Grad Rate
Milford, DE	9,993	\$180,600	\$45,368	101.2	5%	60%	86%
Berlin, MD	4,520	\$217,500	\$57,782	106.2	4%	69%	85%
Bridgeville, DE	2,364	\$227,200	\$52,396	105.1	6%	48%	84%
Cambridge, MD	12,534	\$162,000	\$35,354	99.1	8%	65%	84%
Camden, DE	3,501	\$193,100	\$59,721	108.3	4%	68%	92%
Chestertown, MD	5,186	\$231,600	\$43,977	104.2	3%	44%	85%
Clayton, DE	3,034	\$190,100	\$65,612	106.2	5%	71%	86%
Delmar, MD	3,026	\$133,100	\$51,117	100.5	5%	73%	90%
Dover, DE	37,144	\$176,300	\$45,363	102.4	5%	60%	87%
Easton, MD	16,599	\$272,200	\$50,496	111.9	4%	60%	87%
Elkton, MD	15,718	\$206,800	\$53,851	107.7	6%	62%	85%
Elsmere, DE	6,154	\$169,400	\$47,704	103.5	8%	68%	78%
Federalsburg, MD	2,676	\$145,700	\$34,707	96.1	8%	59%	76%
Fruitland, MD	5,110	\$162,200	\$65,707	102.0	4%	69%	91%
Georgetown, DE	6,775	\$210,300	\$45,983	105.7	7%	69%	64%
Harrington, DE	3,665	\$147,400	\$37,321	99.7	7%	69%	88%
Laurel, DE	3,916	\$134,300	\$33,525	93.3	7%	65%	78%
Lewes, DE	2,887	\$477,300	\$56,058	138.4	1%	42%	91%
Middletown, DE	19,744	\$259,800	\$84,451	114.3	3%	72%	93%
Millsboro, DE	4,050	\$184,800	\$46,350	100.5	3%	63%	81%
Milton, DE	2,717	\$220,100	\$46,643	107.3	3%	56%	89%
New Castle, DE	5,371	\$199,900	\$56,307	108.7	4%	62%	89%
Newark, DE	32,740	\$268,100	\$54,187	114.6	3%	50%	96%
Ocean City, MD	7,074	\$291,000	\$52,410	116.5	5%	56%	92%
Ocean View, DE	1,880	\$347,500	\$69,688	128.0	5%	49%	97%
Princess Anne, MD	3,325	\$165,500	\$23,319	97.6	3%	49%	78%

City of Milford, Delaware Job Classification and Compensation Study

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate	HS Grad Rate
Milford, DE	9,993	\$180,600	\$45,368	101.2	5%	60%	86%
Salisbury, MD	31,883	\$149,000	\$37,704	102.3	7%	63%	86%
Seaford, DE	7,290	\$162,900	\$38,145	97.8	4%	56%	79%
Selbyville, DE	2,675	\$252,600	\$41,853	110.8	4%	68%	72%
Smyrna, DE	10,904	\$191,200	\$54,217	103.2	4%	69%	90%
Snow Hill, MD	2,343	\$134,100	\$38,194	96.1	8%	62%	82%
Townsend, DE	2,617	\$299,100	\$102,057	120.9	3%	70%	89%

MHP - Median Housing Price
MHI - Median Household Income
COLA - Cost of Living Adjustment

U Rate - Unemployment Rate
LFP Rate - Labor Force Participation Rate
HS Grad Rate - High School Graduation Rate

Table 4 - Variances of Comparators

Community	Total	Population	MHP	MHI	COLA	U Rate	LFP Rate	HS Grad Rate
Milford, DE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Berlin, MD	1.96	0.29	0.22	0.36	0.21	0.28	0.54	0.07
Bridgeville, DE	2.18	0.40	0.28	0.20	0.17	0.28	0.72	0.14
Cambridge, MD	1.89	0.13	0.11	0.29	0.09	0.83	0.30	0.14
Camden, DE	2.30	0.34	0.07	0.41	0.30	0.28	0.48	0.41
Chestertown, MD	2.31	0.25	0.30	0.04	0.13	0.56	0.96	0.07
Clayton, DE	1.88	0.36	0.06	0.58	0.21	0.00	0.66	0.00
Delmar, MD	1.90	0.36	0.28	0.17	0.03	0.00	0.78	0.27
Dover, DE	1.57	1.42	0.03	0.00	0.05	0.00	0.00	0.07
Easton, MD	1.84	0.35	0.54	0.15	0.46	0.28	0.00	0.07
Elkton, MD	1.44	0.30	0.16	0.25	0.28	0.28	0.12	0.07
Elsmere, DE	2.30	0.20	0.07	0.07	0.10	0.83	0.48	0.55

City of Milford, Delaware Job Classification and Compensation Study

Community	Total	Population	MHP	MHI	COLA	U Rate	LFP Rate	HS Grad Rate
Federalsburg, MD	2.70	0.38	0.21	0.31	0.22	0.83	0.06	0.69
Fruitland, MD	2.15	0.26	0.11	0.59	0.03	0.28	0.54	0.34
Georgetown, DE	3.16	0.17	0.18	0.02	0.19	0.56	0.54	1.51
Harrington, DE	2.06	0.33	0.20	0.23	0.06	0.56	0.54	0.14
Laurel, DE	2.68	0.32	0.27	0.34	0.34	0.56	0.30	0.55
Lewes, DE	6.56	0.37	1.76	0.31	1.58	1.11	1.08	0.34
Middletown, DE	4.43	0.51	0.47	1.13	0.56	0.56	0.72	0.48
Millsboro, DE	1.47	0.31	0.02	0.03	0.03	0.56	0.18	0.34
Milton, DE	1.91	0.38	0.23	0.04	0.26	0.56	0.24	0.21
New Castle, DE	1.60	0.24	0.11	0.32	0.32	0.28	0.12	0.21
Newark, DE	4.38	1.19	0.52	0.25	0.57	0.56	0.60	0.69
Ocean City, MD	2.31	0.15	0.65	0.20	0.65	0.00	0.24	0.41
Ocean View, DE	4.67	0.42	0.99	0.70	1.14	0.00	0.66	0.76
Princess Anne, MD	3.00	0.35	0.09	0.64	0.15	0.56	0.66	0.55
Salisbury, MD	2.34	1.15	0.19	0.22	0.05	0.56	0.18	0.00
Seaford, DE	1.60	0.14	0.10	0.21	0.14	0.28	0.24	0.48
Selbyville, DE	3.04	0.38	0.43	0.10	0.41	0.28	0.48	0.96
Smyrna, DE	1.55	0.05	0.06	0.26	0.09	0.28	0.54	0.27
Snow Hill, MD	2.33	0.40	0.28	0.21	0.22	0.83	0.12	0.27
Townsend, DE	4.93	0.39	0.70	1.64	0.84	0.56	0.60	0.21

MHP - Median Housing Price
MHI - Median Household Income
COLA - Cost of Living Adjustment

U Rate - Unemployment Rate
LFP Rate - Labor Force Participation Rate
HS Grad Rate - High School Graduation Rate

Sample Calculation for Smyrna, DE

Cost of Living Adjustment (COLA) Variance

Maximum COLA = 138.4 (Lewes, DE)

Minimum COLA = 93.3 (Laurel, DE)

Smyrna COLA = 103.2

Milford COLA = 101.2

Statistic - Absolute value of the COLA difference
between each comparator and Milford

Statistic Average (μ) = 7.247

Statistic Standard Deviation (σ) = 8.115

$$\text{Variance} = \frac{|\text{Smyrna} - \text{Milford}|}{\mu + 2\sigma}$$

$$\text{Variance} = \frac{|103.2 - 101.2|}{7.247 + 2 \times 8.115}$$

$$\text{Variance} = 0.09$$

Notes

1. The mean and standard deviation is calculated from the population difference between each comparator and Milford and not just the population of each comparator.

E. Private/Semi-private Comparators

To supplement the Public Comparators, particularly for positions related to Milford's electric department, the following list of private/semi-private comparators were contacted to participate in the study.

Delaware Municipal Electric
Delmarva Power, An Exelon Company
Easton Utilities, Maryland
New Castle Municipal Services Commission, Delaware

Work Product

F. Benchmark Positions

In Table 5, the benchmark positions used in the external salary survey are presented. From this list of benchmark positions, all positions employed by the City of Milford where examined.

Table 5 - Benchmark Positions

Chief of Police	City Clerk
Customer Service Supervisor / Software Specialist	Deputy City Clerk / Executive Assistant
Electric Ground Technician	Electric Lead Line Technician
Electric Line Supervisor	Electric Line Technician, First Class
Electric Line Technician, Third Class	Electric Operations Supervisor
Electric Superintendent	Equipment Operator
Human Resources Manager	IT Technician
Meter / SCADA Technician	Meter Technician I
Park Superintendent	Park Technician I
Parks and Recreation Supervisor	Payroll Administrator
Planning and Economic Development Director	Police Captain
Police Dispatcher	Police Lieutenant
Public Works Director	Recreation Superintendent
Refuse Collector	Sanitation Driver
Utility Worker	Water and Wastewater Technician
Police Patrolman	Police Patrolman First Class
Police Corporal	Police Sergeant

G. Proposed Salary Schedules

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited. It is important that the spread is consistent amongst all employees so that all positions have a relatively equal advancement opportunity.

The Salary Schedule for General Employees has a robust spread of 60%, and no change to the spread is recommended. The spread between the minimum salary of a Patrolman and the maximum salary of a Sergeant, represented by Teamsters LU 326, is a robust 64%. It is recommended that the City of Milford use a common spread.

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. The ladder between grades for General Employees is currently 9%. It is recommended that the ladder be increased to 10%.

It was found that 17% of those employed are at entry level, while 17% are at the maximum compensation of the grade. Additionally, a similar percentage of employees are below the midpoint as they are above the midpoint. This suggests that retention of employees has not been problematic. (Compression can occur when employers, in order to attract new employees, have to compensate at rates above the minimum for the grade, thus “compressing” the relative compensation of longer tenured employees, especially those at the maximum of the grade.)

Compression Analysis

Analysis of the number of employees currently near the minimum and maximum of a pay grade shows that the distribution is fairly broad-banded and without dramatic peaks.

Analysis suggests the midpoint of the pay grade is likely not the determining factor in turnover but the placement of employees near the minimum of the pay scale could be a factor. Milford may want to consider giving new hires in these positions the opportunity to advance more quickly in the steps for their grade.

Under the current pay implementation technique, all salaries in a grade are increased based on the Southern Mid-Atlantic CPI. The CPI is applied to the midpoint for a standard increase across the pay grade. The result is that employees **above** the midpoint receive a smaller percentage increase as compared to those below the midpoint. For example: A 3% CPI increase is calculated on a midpoint of \$20 and yields an amount is \$0.60. The \$0.60 is applied to the minimum of the pay grade which is \$10

City of Milford, Delaware Job Classification and Compensation Study

and the maximum of \$30. The same \$0.60 is 6% of the \$10 minimum and 2% of the \$30 maximum. This approach reduces the risk of an employee reaching the maximum of their grade and the impact of any compression risk.

Table 6 – 2016-2017 Pay Schedule, General Employees

Current Grade	Min Salary	Mid Salary	Max Salary	Spread
18	\$89,792	\$116,729	\$143,666	60%
17	\$82,378	\$107,090	\$131,804	60%
16	\$75,577	\$98,250	\$120,921	60%
15	\$69,337	\$90,137	\$110,937	60%
14	\$63,611	\$82,695	\$101,777	60%
13	\$58,359	\$75,867	\$93,373	60%
12	\$53,541	\$69,602	\$85,664	60%
11	\$49,119	\$63,857	\$78,591	60%
10	\$45,065	\$58,584	\$72,103	60%
9	\$41,345	\$53,747	\$66,160	60%
8	\$37,931	\$49,309	\$60,686	60%
7	\$34,799	\$45,238	\$55,677	60%
6	\$31,926	\$41,503	\$51,080	60%
5	\$29,290	\$38,076	\$46,862	60%
4	\$26,872	\$34,933	\$42,993	60%
3	\$24,654	\$32,049	\$39,444	60%

H. Compensable Factor Score from Position Vantage Point Job Survey

To assist in determining the internal hierarchy of positions at the City of Milford, the employees and managers of the City participated in the Position Vantage Point Job Survey. Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score as shown in Table 7.

Table 7 – Compensable Factor Score (CFS)

Current Grade	Job Title	CFS Score
18	City Manager	118.2
17	Chief of Police	109.7
16	Director of Public Works	75.4
16	Finance Director	72.1
15	City Engineer	45.3
15	Superintendent, Electric	63.1
14	Coordinator of Planning & Economic Development Activities	71.1
14	Information Technology Manager	66.8
14	Police Captain	69.2
13	City Clerk	38.7
13	Director - Parks & Recreation	41.2
13	Police Lieutenant	44.8
13	Supervisor, Streets & Solid Waste	35.6
12	Accounting Manager	43.6
12	Customer Service Manager / Software Specialist	42.8
12	Electric Line Foreman	18.4
12	Human Resources Manager	53.6

City of Milford, Delaware Job Classification and Compensation Study

Current Grade	Job Title	CFS Score
12	W&W Supervisor	-
11	Code Enforcement Official	21.6
11	Electric, Lead Line Technician	26.2
10	Assistant Supervisor, Streets & SW	-
10	Electric Line Technician, First Class	23.4
10	Electric Operations Manager	26.2
10	Park Superintendent	28.0
10	Recreation Superintendent	23.1
9	Meter/SCADA Technician	14.6
9	Warehouse Manager	17.6
8	Electric Line Technician, Second Class	-
8	IT Technician (P/T)	18.1
8	Parks & Recreation Supervisor	18.1
8	Streets Crew Leader	-
8	Utility Crew Leader	14.4
8	Water Treatment Operator	17.0
7	Deputy City Clerk/Executive Assistant	15.3
7	Electric Line Technician, Third Class	14.4
7	GIS Technician	8.6
7	Head Mechanic	12.8
7	Meter Technician I	10.6
6	Account Payable Administrator / Admin. Assistant	9.6
6	Administrative Assistant	9.0
6	Administrative Assistant / Permit Technician	8.7
6	Billing Clerk	7.2

City of Milford, Delaware Job Classification and Compensation Study

Current Grade	Job Title	CFS Score
6	Electric, Ground Technician	10.6
6	Meter Technician II	13.6
6	Payroll Administrator	8.3
6	Police Dispatcher (FT)	8.6
6	Terminal Agency Coordinator / Evidence Custodian	9.2
6	Utility Worker	9.0
5	Customer Service Clerk	6.0
5	Equipment Operator	9.0
5	Police Dispatcher (P/T)	-
5	Police Records Clerk	8.2
5	Solid Waste Driver	11.9
5	Solid Waste Driver / Refuse Collector	11.1
5	W&W Technician	9.6
4	Construction Worker / Equipment Operator	-
4	Office Assistant	-
4	Office Associate I (P/T)	-
3	Maintenance Custodial Technician	-
3	Park Technician I	10.1
3	Refuse Collector	10.3

Current Grade	Job Title	CFS Score
SGT	Sergeant	30.4
CPL	Corporal	13.4
PFC	Patrolman First Class	13.4
PTL	Patrolman	13.4

I. Salary Schedules

Table 8 – Proposed General Salary Schedule

Grade	Min Step 01	Mid Step 16	Max Step 31	Step Increase	Spread
G01	\$11.54	\$15.00	\$18.46	\$0.23	60%
G02	\$12.69	\$16.50	\$20.31	\$0.25	60%
G03	\$13.96	\$18.15	\$22.34	\$0.28	60%
G04	\$15.36	\$19.97	\$24.58	\$0.31	60%
G05	\$16.90	\$21.97	\$27.04	\$0.34	60%
G06	\$18.59	\$24.17	\$29.74	\$0.37	60%
G07	\$20.45	\$26.58	\$32.72	\$0.41	60%
G08	\$22.50	\$29.25	\$35.99	\$0.45	60%
G09	\$24.75	\$32.17	\$39.59	\$0.49	60%
G10	\$27.23	\$35.39	\$43.56	\$0.54	60%
G11	\$29.95	\$38.93	\$47.91	\$0.60	60%
G12	\$32.95	\$42.83	\$52.70	\$0.66	60%
G13	\$36.25	\$47.12	\$57.98	\$0.72	60%
G14	\$39.88	\$51.83	\$63.78	\$0.80	60%
G15	\$43.87	\$57.02	\$70.16	\$0.88	60%
G16	\$48.26	\$62.72	\$77.18	\$0.96	60%
G17	\$53.09	\$69.00	\$84.91	\$1.06	60%

In Table 8, a new salary schedule for General Employees is presented. Grade 01, Step 01 was set at \$11.54, the living wage for Sussex County, Delaware using MIT’s living wage calculation at livingwage.mit.edu/counties/10005. The distance between each step was set at 2.00% as the Consumer Price Index for Mid-Atlantic South Urban areas according to the Bureau of Labor Statistics has averaged 1.72% for the past 10 years. The spread was set at a robust 60%. The ladders between grades was set at 10%.

It is recommended that the existing salary schedule for employees represented by Teamsters LU 326 be used.

J. Recommended Salary Adjustments

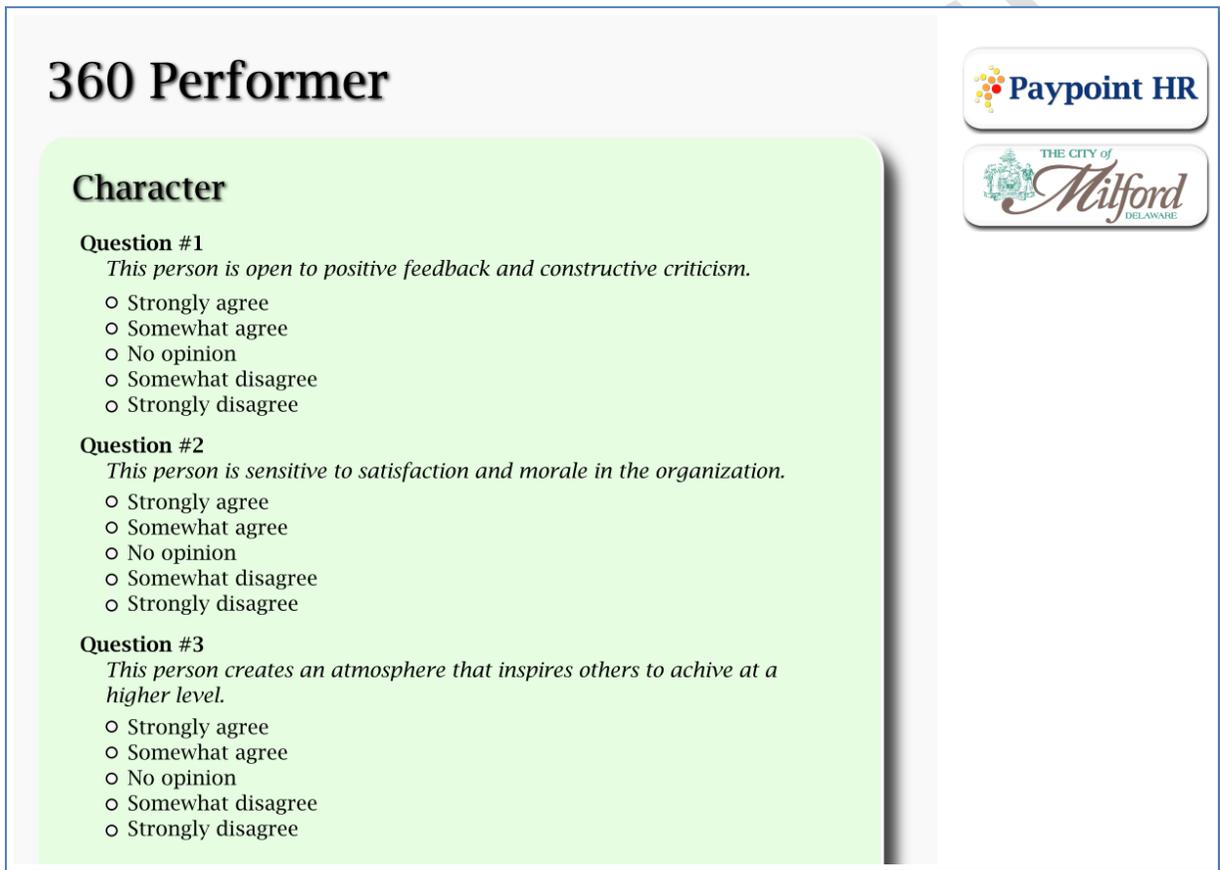
A regression analysis of the CFS Score and the salary survey results indicate that market mean salary for all positions is predicted by the CFS Score. In other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate well with the external markets' valuation of the job positions at Milford.

1. Raise the salaries of positions that are substantially below market, first, at a cost of \$172,322.
2. Raise the salaries of positions that are below market, second, at a cost of \$34,491.

Work Product

K. Additional Items

In light of the high degree of correlation between the market mean salary for all positions and the corresponding CFS Score, it is recommended that Milford consider the PVP and CFS Scoring system as a valuable tool for future job classifications. Accordingly, Paypoint HR will be making the CFS Scoring system along with the PVP Questionnaire available to Milford, at no cost, for the next year to aid in the transition process.



The screenshot displays the '360 Performer' interface. At the top left, the title '360 Performer' is shown. On the right side, there are two logos: 'Paypoint HR' and 'THE CITY of Milford DELAWARE'. The main content area is a light green box titled 'Character' containing three questions with radio button options:

- Question #1**
This person is open to positive feedback and constructive criticism.
 - Strongly agree
 - Somewhat agree
 - No opinion
 - Somewhat disagree
 - Strongly disagree
- Question #2**
This person is sensitive to satisfaction and morale in the organization.
 - Strongly agree
 - Somewhat agree
 - No opinion
 - Somewhat disagree
 - Strongly disagree
- Question #3**
This person creates an atmosphere that inspires others to achieve at a higher level.
 - Strongly agree
 - Somewhat agree
 - No opinion
 - Somewhat disagree
 - Strongly disagree

Paypoint HR's 360° Performer Employee/Peer/Manager (EPM) System provides an analytical tool to measure the performance of employees by seeking the input of not only the individual employee and their respective manager, but also their peers within the organization. Paypoint's 360°-Performer System involves asking a series of performance related questions to each employee/manager while also allowing each employee/manager to answer the same questions about the performance of their peers/employees and their managers. The system categories the responses based on the respondent and delivers objective metrics to quantify performance. It is typically recommended that the employees who receive top scores receive an equal share of both

City of Milford, Delaware Job Classification and Compensation Study

a monetary and non-monetary form of compensation for their performance. Non-monetary forms of compensation can be anything from a parking spot to official public recognition to a department pizza party in their honor. For the employees who score low both relative to the responses of their peers and managers, it is recommended that remedial action be considered. A sample of questions that are typically asked follows, but can be customized for the client. Narrative questions can also be included for employee feedback purposes.

Use of Paypoint HR's 360° Employee/Peer/Manager (EPM) System would be provided at no cost for the first review. Subsequent reviews would be priced to reflect the needs of the client. Typically, Paypoint charges a setup fee of \$1,000 (waived) and \$50 per participant with a minimum purchase of \$2,500 worth of services.

A spreadsheet that will calculate the salary schedule for Milford has been included. By adjusting the minimum and maximum value for the entire schedule, the rest of the values are automatically updated.

Paypoint HR appreciates the opportunity to serve the employees and taxpayers of Milford and would welcome the ability to continue to do so on an on-going basis.

October 9, 2017

TO: Mayor and City Council
FROM: Eric Norenberg
SUBJECT: Fiscal Impact of Recommendations

Overview and Discussion

Over the past few weeks, we have looked at a variety of options and financial scenarios related to implementing the recommendations to adjust the compensation of the positions that the study identified were below the market. Keeping in mind that many of our employees are at the market level and will need no adjustment, and that the collective bargaining agreements for Police Officers and Sergeants (approved last year) and for unionized electric employees (approved earlier this year) brought those employees to market rates, the Finance Director, Human Resources Administrator and I sought to find a way to responsibly bring these remaining employees up to the market. Our goal was to be able to make the adjustments for below market employees (identified in the Paypoint HR study) and associated benefit-related costs with no adverse impact on the budget or on revenue sources.

Several scenarios were modeled, including:

- Making adjustments retroactive to July 1,
- Making mid-year adjustments at various implementation dates,
- Making 50% adjustments for supervisory and management employees this year and 50% next fiscal year, etc.

Concurrently, we identified savings in both the general fund departments and enterprise fund operations that can offset the cost of additional compensation. As we are partially through the fiscal year, the impact will be less than the impact of making the change for the full year. However, once implemented, these adjustments will carry on into the full fiscal year starting in July. Accordingly, any savings that were identified had to be ongoing, not one-time savings or one-time revenues.

The result is the scenario shown on the next page that will not result in the need for a revenue increase.

Recommendation

It is recommended that the City Council authorize the City Manager to implement the recommendations of the Paypoint HR Job Classification and Compensation Study, including the compensation adjustments.

Option #3	
Budget Expense for Sal Adj.	
Nov. 13, 2017-June 30, 2018	
(16.5 Bi-Wkly Pay Periods)	
Department/Division	
FINANCE / ADMIN	\$19,309
PARKS & REC	\$7,277
PLANNING & ZONING	\$4,476
POLICE	\$25,603
STREETS	\$13,714
General Fund Total	\$72,379
Benefits @ 27%	\$19,542
General Fund Grand Total Expense:	\$91,921
PUBLIC WORKS-OPERATIONS	\$3,594
GARAGE	\$7,509
SOLID WASTE	\$8,974
WATER	\$9,400
WASTEWATER	\$9,400
ELECTRIC	\$19,803
Enterprise Fund Total	\$58,680
Benefits @ 27%	\$15,843
Enterprise Grand Total Expense:	\$74,523
Total Budget Expense for Salary Adj.	\$131,058
Total Benefits	\$35,386
All Funds Grand Total Expense:	\$163,904

MILFORD CITY COUNCIL
MINUTES OF MEETING
September 11, 2017

The City Council of the City of Milford met in Workshop Session on Monday, September 11, 2017 in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Arthur Campbell, Lisa Ingram Peel, James Burk,
Owen Brooks Jr. and Douglas Morrow

City Manager Eric Norenberg, Police Chief Kenneth Brown and
Deputy City Clerk Christine Crouch

COUNSEL: City Solicitor David Rutt, Esquire

CALL TO ORDER

Mayor Shupe called the Council Workshop to order at 6:01 p.m.

City Manager recalled the budget included funding for the Milford Resident Survey to be conducted by the National Citizen Survey. Started in June, the results were received three or four weeks ago. Fellow Evan Miller will present the findings which will lead into a discussion about how it will be used in the City's Strategic Planning effort.

National Citizen Survey Resident Results
Evan Miller, City Management Fellow

Mr. Miller explained the key findings of the survey have been identified by him, City staff, department heads and the City Manager. He thanked the residents who participated in the survey adding that their time and willingness are much appreciated.

The National Citizen Survey (NCS) was distributed in June and the reports were returned mid to end of August.

Mr. Miller then reported the following:

Of the 1,500 households selected to receive the survey, 1,435 households actually received the survey because many came back undelivered and 411 surveys, or 29%, were returned. Comparatively, a 29% response rate is a high average when compared to NCS's average of 20 to 30%. A map showed the location of the households that received the survey. Broken down by wards, 40% of Ward 1, 32% of Ward 2, 25% of Ward 3 and 18% of Ward 4 returned the surveys.

The sample density also closely mirrors the density of the housing units; areas on the map that appear empty are areas with little or no housing such as commercial areas, parks, or farmland.

The NCS broadly measures Milford's livability which can be defined as the sum of factors that add up to a community's quality of life. The NCS captures residents' opinions within the three pillars of a community. These three pillars include community characteristics, governance, and participation. Within each pillar are eight facets including safety, mobility, natural environment, built environment, economy, recreation, wellness, education, enrichment and community engagement.

NCS measures Milford's livability which can be defined as the sum of factors that add up to a community's quality of life. The overall quality of life actually represents the natural ambience, services and amenities that make for an attractive community. A majority of the respondents, or 77%, positively rated their overall quality of life.

Positively involves the answer choices of excellent and good based on a scale of excellent, good, fair, poor.

Respondents identified safety and economy as top priorities in the Milford Community in the next two years. Broken down, 94% viewed the overall feeling of safety in Milford as essential or very important.

That response was based on a scale of essential, very important, somewhat important, or not at all important.

Of that 94%, 96% would strongly support or somewhat support, additional financial resources for safety, again based on the same scale.

Additionally, 89% viewed the overall economic health of Milford as essential or very important in the coming two years and 90% would strongly support or somewhat support, additional financial resources for economic development.

Councilwoman Peel then asked how these residents might have elected supporting additional financial resources and whether or not that means allocating current funds or supporting an increase in taxes. Mr. Miller explained the question broadly asked 'how much do you support or oppose additional financial resources for each of the following focus areas' and did not address the degree of financial support. That would be more of a target for the community conversations once they start to meet with residents.

Councilman Campbell questioned the two-year time frame. Mr. Miller verified this survey focused more on the upcoming two years though a question was asked about the coming five years to aid in the process for the strategic plan.

Mr. Miller then proceeded with a review of the pillars that were included the survey:

Community characteristics, defined as the inherent and acquired amenities, design and opportunities that contribute to the livability of a community.

Of the respondents, 84% positively rated the City as a place to live. Also rated were several aspects of the community's qualities:

- 78% positively rated their neighborhood as place to live;
- 75% positively rated Milford as a place to raise children;
- 65% positively rated Milford as a place to retire;
- 52% of respondents work full-time followed by 32% who are fully retired;
- 59% of respondents felt the availability of affordable housing was fair or poor.

All answer choices again were based on a rating of excellent, good, fair or poor.

The intent is to allow residents to identify how they define affordable housing during the community conversations. This will allow the City to improve the availability.

Governance is defined as services provided by local government, government function and levels of trust residents have in government leaders. Of those residents surveyed, 75% of the respondents positively rated the overall quality of services provided by the City (55% good and 20% excellent) with the City's fire service receiving the highest mark at 96% positive and Code Enforcement services receiving the lowest at 39% positive.

Councilman Campbell asked if the survey indicated the number of employees we have in Code Enforcement; Mr. Miller confirmed that information was not included.

Mr. Miller then continued with the survey review:

Of those residents survey, 47% positively rated drinking water. During early summer, there were some events that may have influenced the results; therefore, it will be interesting to see over time, how those responses may change.

Participation is defined as connection to neighbors, resident activities; use of community amenities and services and social capital.

The results of the survey in response to participation are as follows:

- 54% positively rated the City's sense of community;
- 84% of respondents would recommend living in Milford to someone who asks;

81% would remain in Milford for the next five years;
79% have not at all attended a public meeting in the last twelve months
(City Council, advisory boards, town halls, HOA, etc.)

Sense of community is defined as belongingness with members of the community mattering to one another and feeling as though others will be there for you.

Councilman Brooks believes that if everything is going smoothly in Milford, residents are happy and have no desire to attend meetings. However, a controversial annexation or development always fills the seats in the Council Chambers and the hallway.

Mr. Miller then discussed facets:

Mobility is defined as accessibility of a community by motorized and non-motorized modes of transportation. Examples are ease of travel, traffic flow and walking. Results were as follows:

65% rated the traffic flow on major streets in Milford which was higher than the national average;
93% have not used public transportation versus driving during the past twelve months
(7% had used public transportation);
42% selected poor when asked to rate the ease of travel by public transportation in Milford;
56% walked or biked instead of driving.

Public transportation is an overall issue in lower Delaware in general. This past spring, City Staff discussed establishing a circulator or fixed route to provide public transportation through DART. That would connect with existing routes on South Walnut, US Route 113 and State Route 1.

City Planner Rob Pierce is working on improving walkability and bikeability in Milford. Given those results, he has submitted a Cycling Infrastructure Innovation Grant application. The proposal would be to connect the southeast neighborhood, the fastest growing area, to the downtown riverwalk trail system in the central business district.

In addition, he has submitted a Transportation Alternatives Program (TAP) application through Delaware Department of Transportation (DelDOT) for bicycle and pedestrian improvements to Northeast Front Street between Walnut and Rehoboth Boulevard, along with Northwest Front Street between Church Street and Route 113.

Recreation and wellness are defined as recreation, healthy lifestyles, preventive and curative healthcare and supportive services including fitness opportunities and recreation centers. The results are as follows:

72% positively rated City parks;
75% have visited a neighborhood park or City park at least once a month;
73% positively rated health services in Milford;
49% positively rated recreational opportunities available in Milford.

More than half, or 38%, have visited a neighborhood park or City park at least once a month.

The rating for recreational opportunities is lower than the national benchmark. As a result, the Parks and Recreation Director has agreed to talk with residents to figure out what opportunities should be brought to Milford.

Mr. Miller then proceeded with the review of the facets:

Education and enrichment are defined as learning, enrichment and work force readiness for children, youth and adults with the following results:

81% positively rated public library services;
49% positively rated education and enrichment opportunities;
29% positively rated adult educational opportunities;
58% positively rated K-12 education.

The last three bullet points are lower when compared to the national benchmark and the results will be presented to the Milford Public School District. A better understanding will be obtained during the community conversations of how to improve in this area. Community engagement is defined as the quality and frequency of social interactions, such as civic groups and volunteer opportunities.

The results are as follows:

- 90% said talked to or visited with neighbors;
- 86% have done a favor for a neighbor;
- 18% have participated in a club;
- 21% have attended a local public meeting;
- 34% have volunteered.

The participation pillar is defined as connection to neighbors and resident activities. Although the percentage for residents participating in a club seems low, it is still similar to the national benchmark.

Economy is defined as maintenance of a diverse economy including a vibrant downtown, cost of living, etc. The results are as follows:

- 49% positively rated Milford as place to visit;
- 77% usually or always purchase goods or services from a business located in Milford;
- 49% positively rated Milford as a place to visit;
- 27% positively rated employment opportunities in Milford.

The ratings for Milford as a place to visit are lower than the national benchmark. Because of the focus on economic development throughout the City the past couple of years, those numbers could increase.

One of the special topics was asked about Third Thursdays and specifically many Milford businesses have extended hours on the 3rd Thursday of each month. Respondents were asked to select the option that comes closest to their level of 3rd Thursday events and activities in Downtown Milford during the past twelve months:

- 50% - Not aware of 3rd Thursday
- 31% - Aware but have not attended
- 15% - Attended once or twice
- 3% - Attended three times or more

The survey was mailed in mid June with many residents receiving it in mid July. The numbers may change if it were mailed today in the sense that more people may be aware of the event and have attended.

One of the last special topics asked was related to Downtown Milford businesses expanding their normal hours. Most businesses are currently open on weekdays with limited evening and/or weekend hours. The question was asked how likely, if at all, one would frequent the Downtown Milford businesses during the indicated times with the following results:

- 32% very likely - Saturday afternoons or evenings (45% somewhat likely)
- 22% very likely - Friday evenings (46% somewhat likely)
- 23% very likely - Sunday afternoons or evenings (34% somewhat likely)
- 9% very likely - Monday through Thursday evenings (41% somewhat likely)

Councilman Burk asked if there is anyway the results can be broken down by wards; Mr. Miller explained that was an option for an additional cost from National Citizen Survey. However, he believes that option may still be available if Council wants that data.

The final topic was investing in the future. The question was asked how much one would support or oppose additional financial resources for each of the below focus areas with the following results (based on a scale of strongly support, somewhat support,

somewhat oppose and strongly oppose):

Economic Development - 39% strongly support; 47% somewhat support
Utilities and Environment - 58% strongly support; 34% somewhat support
Neighborhoods - 45% strongly support; 38% somewhat support
Safety 71% - strongly support; 22% somewhat support
Parks & Recreation - 41% strongly support; 43% somewhat support

Safety received the highest support, followed by utilities and environment, economic development, parks and recreation and neighborhoods.

When asked to define 'somewhat support', there may have been some reservations in the sense that respondents might not have known where the additional financial resource would come from as Councilwoman Peel alluded to earlier. Because it was not clearly stated, those numbers may more likely to be in the middle as opposed to strongly support or strongly oppose.

The community conversations related to Third Thursdays should be considered because of the fact that most people who have moved here come from places where the stores are open every night. A number of people may not be aware of the event which could be addressed by publicizing the event more frequently.

City Manager Norenberg recalled discussing the survey in the spring. At that point, a draft with standard questions was provided. At that time, there was an opportunity to add special questions. Three of the questions were custom to Milford. The two questions about Downtown's Third Thursday is information that will help Downtown Milford and local businesses while incorporating the Rivertown Rebirth Plan to expand hours and customer bases.

There was only a small space to include the topic about investing in additional financial resources, though it was agreed to get a consensus about public sentiment to help lead into the Strategic Planning effort based on a five-year time frame. The City Manager further explained that even though the other questions in the survey were more geared toward a two-year time horizon, those were focused on the next five years.

He recommends that this survey be done in another two to three years for comparison purposes.

As far as livability, we are average, have met the benchmark and are similar to other communities across the country. Mr. Norenberg noted that those who think highly of our community and the things that are being done, still believe we can do better in a lot of respects. He hopes the future survey shows improvements in a number of categories.

The City Manager also noted that the survey results drop off after five years though right now, Milford is the only City in Delaware that has used the survey in the past five years though Newark did this approximately ten years ago. As a result, Milford is being compared to cities across the country.

He stated there is a discount because the City is a member of the National League of Cities or the City Manager is a member of the International City/County Management Association (ICMA). He is aware of a number of cities who do this on a regular basis and use the data to help plan future improvements, budgeting, etc.

Strategic Plan Kick Off
Fran Fletcher & Leann Moore
University of Delaware Institute of Public Administration

Ms. Fletcher recalled discussing the Strategic Plan with Council this past April. She reminded Council the Strategic Planning process is about achieving a vision and a mission, as well as creating goals. The four basic questions of where are we now, where do we want to be in the future, how we will get there and how we measure our progress needs to be considered as this is put together.

She continued by saying that this was started almost a year ago in September. At that time, this was discussed from each of Council's perspective and is referred to as the SWOT (strengths, weaknesses, opportunities and threats) analysis. Council began to look at priority issues and themes, as well as some of the focus areas and how to move forward with strategic initiatives and

action steps.

Ms. Fletcher pointed out the City is still in that planning of looking outside to know where Council stands. This is an external view at what the City's residents and businesses think about the topics that NCS put together.

The next step is looking within and how to get there. This is reliant on Council as the leaders of the community and includes the vision, mission, core values and the guiding principal. We will be honing into goals, results, objectives and what the City anticipates.

She then discussed the action plan and how that will be monitored to ensure a good job is done, and whether it has been met or not met and if it needs to be changed.

The overall time frame of September through November involves community conversations with facilitator(s) though Ms. Fletcher is hoping to have Council participate as well. That will allow the City to hear more about the concerns, wants and desires. Out of that will be the creation of the vision, mission and the values and guiding principles which should occur sometime between November and December.

At that point, Ms. Fletcher and Ms. Moore will put together a draft plan that will be sent out for review and input by both Council and the community.

She hopes for a final plan by March 2018.

Ms. Moore explained the community conversations are similar to a focus group meeting where pointed questions, associated with the NCS results, are presented by Mr. Miller.

For example, what does 'additional funds' mean and whether the current funds need to be redistributed so that more money is going into safety and economic development or whether that is referring to a tax or different form of revenue.

She pointed out that some of the people that attend the community conversation meeting may not have had an opportunity to fill out the survey. As a result, their input is needed.

They want to ensure we continue to strengthen the good things happening in Milford and not let them fall by the wayside because we of only focusing on the negatives.

Ms. Moore explained that there should be at least two community conversations in each of the wards. She then invited Council to a Train the Trainer Workshop with staff on how to facilitate these conversations. Included would be talking points and discussion questions and how to take notes.

When asked the date for the training, Ms. Moore stated that the Train the Trainer will be working with staff on the full community conversation including discussion questions. In that manner, they can get staff's feedback while they observe them. After the discussion questions are created, they will prepare for what to look for. A pamphlet will then be provided to every co-facilitator which can be used during these conversations. Included will be a checklist and the discussion questions.

She wants each Councilmembers' input on the best way to advertise in each ward to ensure participation. Homeowner Associations (HOAs), faith-based community groups or other ways will be considered.

Councilman Burk stated that normally Councilwoman Peel knocks on doors; Councilwoman Peel noted that is when there is a short time frame but in this situation there is enough time to use social media and an ad or a flyer. Councilman Campbell recommends HOAs be used in his ward.

Ms. Moore then asked Council if they are willing to participate as co-facilitators for one or two conversations in their ward. She feels it is important to have the ward representative present to show a vested interest so that the constituents understand the importance of them participating. Ms. Moore and Ms. Fletcher are willing to help with advertising or flyers, as well as talking points, in order to get more valuable input.

City Manager Norenberg added that if not a co-facilitator, he recommends each Councilmember at least host the meetings and help get their constituents to attend. He feels that outreach will be very critical adding that he, along with Ms. Moore, Ms. Fletcher and Mr. Miller will all be volunteering.

Ms. Moore explained they are also looking at ways where people can request a facilitated community conversation. This can include small businesses, large businesses, faith-based groups, civic groups or anything similar in each ward. If Council is aware of another group that may be interested, they can request that as well.

They hope to kick this off in the next two weeks.

The City Manager and Mr. Miller will receive half page flyers whereby information on the time and place of meetings can be filled in, according to Ms. Moore. Included will be the top four reasons a strategic plan is important—budget decisions, where money will be spent, priorities and making sure of consistency throughout election terms but also through time. These are needed to prevent things from getting continually derailed and in order to become reactionary versus being proactive.

When asked the recommended location, Ms. Moore recommends having it somewhere in the ward though Councilmembers will know that answer best, depending on what type of group is attending and how many people are expected.

Many of the topics Council has discussed are already included in the questions and include funding, affordable housing, etc. If Council thinks of another topic, they should contact the City Manager or Mr. Miller.

Mr. Norenberg explained this is the most interactive phase of this strategic plan. As stated, the community conversations have probably been referred to as focus groups in the past though that is more of a marketing term. This will be more of an opportunity to engage our residents in all of the topics and questions that have been discussed. In addition, connections and relationships can be built within the wards which is good for the community.

The City Manager emphasized the need for a cross section of community input.

Councilman Burk noted that he and Second Ward Council representative Peel are two of the three members of the Community Affairs Committee, which results in a quorum of that committee and questioned whether minutes needed to be taken. Because of that, he feels that City Hall would be the most appropriate place to take minutes or whatever else is suggested. Mr. Norenberg agreed that is one of the things they have talked about though he needs to continue that conversation with City Clerk Hudson and Deputy City Clerk Crouch. His opinion is that a lot of the notes that will be taken will constitute the minutes as long as there is a good way of gathering all the information that is expressed versus one person taking scant notes. They want the valuable data gathered during the process.

Mr. Norenberg further explained that these are public meetings so they will be posted as well. He pointed out there is one other committee that consists of both ward members which also creates a quorum of that committee. He will also discuss that with the City Clerk and will update Council by the end of the week.

Councilman Brooks said for years he and Councilman Morrow had monthly ward meetings, but were told they could no longer do that. Councilman Morrow agreed when asked.

Mr. Norenberg reiterated that he will provide that information in his Friday update.

Councilman Brooks feels his ward meeting should be held at City Hall instead of deciding on another location where only certain people are invited. In that manner, the whole ward can be invited.

Ms. Fletcher emphasized they want to encourage as many people to attend as possible. They want to make the process quick, simple and easy so that they are comfortable providing this information.

When asked about scheduling the conversations, Ms. Moore said if anyone has specific dates in mind, they are willing to start with that and that their schedules are in Councils' hands.

There being no further business, Mayor Shupe adjourned the Workshop Session at 6:50 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Transcriber

MILFORD CITY COUNCIL
MINUTES OF MEETING
September 11, 2017

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, September 11, 2017.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Christopher Mergner, Arthur Campbell, Lisa Ingram Peel, James Burk, Owen Brooks Jr., Douglas Morrow, James Starling Sr. and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and Deputy City Clerk Christine Crouch

CALL TO ORDER

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

INVOCATION AND PLEDGE

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

APPROVAL OF PREVIOUS MINUTES

Councilmember Brooks made a motion to approve the August 14, 2017 and August 28, 2017 Council Meetings, seconded by Councilmember Burk. Motion carried.

RECOGNITION

Tribute 2017-22/US Senate Intern Rony Baltazar

Mayor Shupe read the following tribute into record:

Tribute 2017-22

WHEREAS, it has been brought to the attention of the City of Milford that Rony Baltazar, a former Milford High School student, has been hired as a Staff Assistant in the United States Senate; and

WHEREAS, during Rony's scholastic years he participated in soccer, band and martial arts and while attending Milford High School, Mr. Baltazar excelled, especially in Government and History; and

WHEREAS, upon graduation, Mr. Baltazar continued his education by enrolling in the Student Excellence Equals Degree (SEED) program where he attended University of Delaware at the Delaware Technical and Community College until his final two years of college where he attended classes on the main campus; and

WHEREAS, in order to not financially burden his family, Rony maintained employment, volunteered and interned all while commuting an hour each day to attend college. Mr. Baltazar's hard work and determination paid off when he graduated debt free; and

WHEREAS, after graduation, Rony joined the National Alliance on Mental Illness (NAMI) Delaware as a Hispanic Programs Coordinator where he educated, supported and advocated for people who live with a severe mental illness; and

WHEREAS, when an internship in Senator Tom Carper's office became available, Mr. Baltazar applied and was the successful candidate; and

WHEREAS, realizing his passion for helping people, Rony also interned at Legislative Hall for former Governor Jack Markell as a Constituent Relations Intern; and

WHEREAS, on August 7, 2017, Mr. Baltazar started a new position with the United States Senate as a Staff Assistant.

NOW, THEREFORE, BE IT RESOLVED, that I, Bryan W. Shupe, Mayor of the City of Milford, take this opportunity to congratulate Mr. Baltazar and wish him continued success as he begins the next chapter of his life.

The resolution was then presented to Mr. Baltazar.

Proclamation 2017-16/Prostate Cancer Awareness Month

PROSTATE CANCER AWARENESS MONTH

Cancer Survivor David Saul requested the following proclamation:

Proclamation 2017-16

WHEREAS, Prostate cancer constitutes 19% of all cancer diagnoses and 8% of all cancer deaths; and

WHEREAS, In Delaware an estimated 5,660 new cases of prostate cancer and an estimated 2,050 deaths will occur; and

WHEREAS, Men with relatives - father, brother, son - with a history of prostate cancer are twice as likely to develop the disease; and

WHEREAS, Veterans are 1.5 times more likely to get prostate cancer; and

WHEREAS, Prostate cancer is the #1 most commonly diagnosed cancer in American men and the #3 cause of cancer death behind lung and colon cancer; and

WHEREAS, this year approximately 161,360 men will be diagnosed with prostate cancer in the United States alone every year - that's one man every 3.3 minutes and roughly 26,730 die this year from the disease - which is one man every 20 minutes; and

WHEREAS, African American men are 2.4 times more likely to die of prostate cancer than Caucasian men; and

WHEREAS, Education regarding prostate cancer and early detection strategies is critical to saving lives and preserving and protecting our families; and

WHEREAS, all men are at risk for prostate cancer and we encourage the citizens of Milford to increase the importance of prostate screenings.

NOW, THEREFORE, I, Bryan W. Shupe, Mayor of the City of Milford, and the City Council of the City of Milford do hereby proclaim September 2017 as Prostate Cancer Awareness Month in the City of Milford and ask the community to increase awareness about the importance for men to make an informed decision with their health care provider about early detection and testing for prostate cancer.

The proclamation will be forwarded to the appropriate parties.

Proclamation 2017-26/National Day of Service and Remembrance

Mayor Shupe requested the following proclamation be prepared, in honor of 9/11:

Proclamation 2017-26

WHEREAS, on September 11, 2001, the American people endured the worst terrorist attack on U.S. soil in the nation's history with courage and heroism; and

WHEREAS, in response to this tragedy, Americans across the country came together in a remarkable spirit of patriotism and unity and carried out countless acts of kindness, generosity and compassion; and

WHEREAS, community organizations and family members of 9/11 victims began observing the Anniversary of September 11th as a charitable service day to honor the memory of those who were lost and those who united in response to the tragedy, including first responders and volunteers; and

WHEREAS, the Serve America Act, approved by Congress and enacted into law on April 21, 2009, directed September 11th to be observed and recognized as an annual "National Day of Service and Remembrance" and charged the Corporation for National and Community Service with leading this nationwide effort; and

WHEREAS, participating in service and remembrance activities on September 11th is a positive and respectful way to remember the lives of those lost, pay tribute to those who rose in service, and honor those who continue to serve our country today, including active-duty and reserve soldiers and their families, veterans, and first responders; and

WHEREAS, on September 11, 2017, and on the days leading up to and following this day, citizens in the City of Milford have an opportunity to participate in activities that honor 9/11 victims and heroes by joining together in service projects to meet community needs.

NOW, THEREFORE, I, Bryan W. Shupe, Mayor of the City of Milford, proclaim September 11th a Day of Service and Remembrance in the City of Milford and call upon all its people to honor the lives of those lost by participating in community service and remembrance ceremonies on this day and throughout the year.

Certificate of Appreciation/Parks & Recreation Employee RJ Skinner

City Manager Norenberg referenced the Annual Run for Goat 5K and Post Party organized by Milford Boys and Girls Club and Arena's that has become a major event downtown. He recalled the hot, muggy weather that week and the amount of work performed by the Parks and Recreation crews to get ready for the event.

He referenced a letter written by Organizer Joe Gannon saluting Parks Supervisor RJ Skinner who oversaw the work as a result of the Director's absence.

City Manager Norenberg felt it was appropriate to comment Mr. Skinner's work and the following Certificate of Appreciation was presented to Mr. Skinner, who was in attendance:

"For Outstanding Professionalism as Parks Superintendent to wit: always responding to special requests promptly and with a smile, for tackling every task with purpose driven, vigor and energy and for setting a great example to staff and the public of commitment, dedication and work ethics. Thank you for the pride you take in your job, for your service to Milford and for your team."

He added that P&R Director Brad Dennehy, who was also present, has also been doing a superior job. The team's spirit and enthusiasm were demonstrated last October 31, 2016 when that Department won the Halloween Decorating Contest.

In addition, the Parks and Recreation Staff recently put together the most creative City Hall selfie that they posted on social media. Mr. Dennehy was photo shopped into the selfie because he was away on vacation.

Milford Police Department Introductions

Chief Brown then introduced his newest dispatcher Jennifer Darling who has served overseas in the military and previously worked for the Kent and County 911 centers.

He also introduced Lawrence Simkiss who recently retired from Dover Police Department after 21 years of service. During his tenure, one of his roles was as their Evidence Technician. In 2009, he attended the National Forensic Academy in Knoxville, Tennessee after which he received his certification for the International Association for Identification. He is the only person with that certification in Delaware.

Chief Brown hired Mr. Simkiss to replace Evidence Technician Kenneth Sapp who also recently retired. Because of his vast experience and education, he will be handling crime scenes in addition to duties associated with the Terminal Agency Coordinator.

MONTHLY POLICE REPORT

Police Committee Chairman Burk presented the monthly Police Report adding that the Department remains very busy.

Motion made by Chairman Burk, seconded by Councilmember Morrow to accept the August 2017 Police Report. Motion carried.

MONTHLY CITY MANAGER REPORT

Mr. Norenberg referenced his report in the packet and the photos submitted by Mr. Dennehy of his staff working at the Third Thursday event and at the Goat Island Pavilion.

Also included are a number of statistics from various departments.

The City Manager reminded Council that in addition to the early workshop this evening, there are three future workshops scheduled. On October 23rd, FOIA training will be provided by Attorney Max Walton. On October 9th, a presentation by the consultants working on the City's Classification and Compensation Study will be provided and on November 13th the State Public Integrity Commission will provide ethics training. All workshops are scheduled to begin at 6:00 p.m.

Councilman Burk moved to accept the City Manager Report as presented, seconded by Councilwoman Peel. Motion carried.

MONTHLY FINANCE REPORT

Finance Committee Chairman Morrow reported that through the first month of Fiscal Year 2017-2018 with 8% of the fiscal year having passed, 8% of revenues have been received and 7% of the operating budget expended. He informed Council that taxes do not come in until later during the year and will be appropriately reflected at that time.

Councilwoman Peel moved to accept the July 2017 Finance Report, seconded by Councilman Burk. Motion carried.

COMMITTEE & WARD REPORTS

None to report.

COMMUNICATIONS & CORRESPONDENCE

Councilman Burk mentioned the passing of WBOC Owner Thomas Draper and that the City sends its condolences.

Councilman Campbell expressed his appreciation to everyone who expressed their condolences after the death of his younger brother.

UNFINISHED BUSINESS

None to report.

NEW BUSINESS

Alcohol Waiver/Chapter 77/Melody Joy Foundation/Dancing in the Streets for Melody

Organizer JR Ennis submitted a request for an alcohol waiver on behalf of non-profit organization Melody Joy Foundation c/o Delaware Community Foundation. The event will be held Sunday, September 24th from 4:30 to 9:00 p.m. on Walnut Street in the downtown area between North and South Front Streets, in memory of Melody Booker Wilkins, who passed away last September.

Councilwoman Wilson asked what type of alcohol is being served; Deputy City Clerk Crouch stated that the application indicates sampling of beer, wine and distilled spirits. She got the impression the event would be similar to Eat in the Street.

Councilman Mergner asked if an area could be added to the application for the organizer to describe the event. He thought it was a fundraiser though it doesn't indicate that. The City Manager noted that the entire application was not included though the basic information was provided to Council.

Councilwoman Wilson said she recently discussed these events with her son, who pointed out that this type of event is helping economic development by bringing people into the community. She sees this as a sign of the times and referenced the number of requests we have received this year. She feels that adults make choices whether or not to indulge though she doesn't want it to appear as though Council is encouraging it because they are approving them.

Her point is she would rather not make alcohol a reason that people come to Milford. She does not want anyone who has a problem with alcohol to feel Council is focused on those type events. She prefers Milford be looked at as a family-oriented community as it has in the past.

Councilman Brooks added that he agrees with Councilwoman Wilson 100%. He asked if there is anything we can do to change this policy. He noted that at every Council meeting, there is a vote on an alcohol waiver. He asked if it can be changed to an automatic approval because Council always votes yes. Councilman Morrow agreed.

Mayor Shupe feels that change would need to be discussed at the committee level. Councilman Brooks asked for an opinion from the City Solicitor; Mr. Rutt explained the application to the State of Delaware Alcohol Beverage Control requires approval by the City though Council could agree to a blanket approval for alcohol. However, right now this provides some control to the City should there be an event planned where Council did not agree with the approval.

Councilman Morrow feels we need to either approve all the requests or none of them.

Councilman Brooks said he always asks Chief Brown if he has a problem with these applications and he always says he doesn't. That is the reason he votes yes. He emphasized that the Police Department is the one in the City that has to keep peace.

Mayor Shupe recommends reviewing the State of Delaware regulations and proceed accordingly.

City Manager Norenberg then summarized the event reporting that tickets are \$100 and includes a four-course meal prepared by Abbotts Grill, live music, flowers and greenery. Alcoholic beverages that will be served are sangria and beer. This is a foundation that is raising funds for KSI.

Councilman Mergner moved to approve the alcohol waiver for the Melody Joy Foundation for the event on September 24, 2017 from 4:30 p.m. to 9:00 p.m., seconded by Councilman Campbell. Motion approved with seven Councilmembers voting yes and Councilman Starling casting the one dissenting vote.

Alcohol Waiver/Chapter 77/St. Johns the Apostle Catholic Church/Oktoberfest

Mayor Shupe summarized the event noting this is the church's annual fundraiser on September 22nd and September 23rd includes an international food court, live music and a number of children's activities. Beer and wine will be served.

Councilman Burk moved to approve the alcohol waiver for the annual Oktoberfest on September 22nd 23rd, seconded by Councilwoman Peel. Motion approved with seven Councilmembers voting yes and Councilman Starling casting the one dissenting vote.

Resolution 2017-07/Board of Revision and Appeal/FY18 Tax Appeals

City Manager Norenberg stated that in accordance with the City Charter, a resolution is needed for the Board of Revision and Appeal Hearing which has been scheduled on Monday, September 25th at 7:00 p.m.

Councilman Burk moved to adopt Resolution 2017-07 as follows:

WHEREAS, the provisions of Article VII, Section 7.06 of the Charter of the City of Milford state that Council shall cause a copy of the General Assessment to be hung in two public places in the City of Milford and there to remain for the space of ten

days for public information; and

WHEREAS, attached to said copies shall be notice of the day, hour and place that Council will sit as a Board of Revision and Appeal for said General Assessment.

NOW, THEREFORE, BE IT RESOLVED, that on Monday, September 25, 2017 at 7:00 p.m., the City Council of the City of Milford will sit as a Board of Revision and Appeal for the 2017-2018 General Assessment.

Motion seconded by Councilman Morrow and carried.

Resolution 2017-08/Halloween Trick or Treat

Councilman Burk moved to adopt Resolution 2017-08, seconded by Councilman Morrow:

WHEREAS, the children of Milford are entitled to the fun and festivity associated with the observance of Halloween Trick-or-Treat custom of traveling with friends and family going door to door in their neighborhoods displaying their costumes and gathering treats; and

WHEREAS, parents are urged to join in the festivities by accompanying their children throughout their journeys in celebrating Halloween Trick-or-Treat; and

WHEREAS, residents are requested to indicate their willingness to welcome children by keeping their porch or exterior lights on and that youngsters call only on homes so lighted.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council, that the Halloween Trick-or-Treat observance be held in an orderly manner on Tuesday, October 31, 2017 between the hours of 6:00 P.M. and 8:00 P.M. in the City of Milford.

AND, BE IT FURTHER RESOLVED THAT:

*Only celebrants of 12 years and under will be permitted to engage in Trick-or-Treat.

*All celebrants are to refrain from committing acts of vandalism or destruction.

*Motorists are asked to be ever watchful of our youngsters making these annual rounds.

Motion carried.

EXECUTIVE SESSION

Councilmember Burk moved to go into Executive Session reference the below statute, seconded by Councilwoman Peel:

{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

Motion carried.

Mayor Shupe recessed the Council Meeting at 7:42 p.m. for the indicated purpose as permitted by the Delaware Freedom of Information Act.

Return to Open Session

Councilmember Burk moved to return to the Regular Session, seconded by Councilman Mergner. Motion carried.

City Council returned to Open Session at 7:54 p.m.

Councilman Burk moved to authorize the City Manager to proceed with Environmental Testing for the property discussed in Executive Session, seconded by Councilwoman Peel. Motion carried.

ADJOURN

There being no further business, Councilman Mergner moved to adjourn the Council Meeting, seconded by Councilwoman Peel. Motion carried.

Mayor Shupe adjourned the Council Meeting at 7:55 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
September 25, 2017

The City Council of the City of Milford met in Workshop Session on Monday, September 25, 2017 in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walton Street, Milford, Delaware.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Arthur Campbell, Lisa Peel,
Owen Brooks Jr. and Katrina Wilson

City Manager Eric Norenberg, Police Captain Gary Bailey and
Deputy City Clerk Christine Crouch

COUNSEL: City Solicitor David Rutt, Esquire

Mayor Shupe called the Council Workshop to order at 6:01 p.m.

Freedom of Information Act Training/Max Walton, Esquire

The Mayor noted that representatives from Seaford and Milton were also present.

City Manager Norenberg introduced Max Walton noting that he is a partner with Connolly Gallagher LLP and is Chair of the firm's Government Practice Group. Mr. Walton advises and litigates on behalf of several government entities and businesses in Delaware and is well known in his capacity as Senior Fellow at the University of Delaware's Institute of Public Administration.

Mr. Walton explained that he is present in his capacity as a professor from the University and if Solicitor Rutt says something different, that is the person that Mayor and Council need to listen to.

The attorney explained that FOIA is used many times as a weapon against municipalities and a lot of times, there is lack of knowledge about it. He became involved in this area because he felt it was important to provide the knowledge so that if confronted, it can be addressed properly.

Mr. Walton then proceeded with the following review of the Delaware Freedom of Information Act:

PUBLIC POLICY OF FOIA

It is vital in a democratic society that public business be performed in an open and public manner so that our citizens shall have the opportunity to observe the performance of public officials and to monitor the decisions that are made by such officials in formulating and executing public policy; and further, it is vital that citizens have easy access to public records in order that the society remain free and democratic.

He recalled when he was first hired to represent New Castle County after approximately thirty cases had been filed by one attorney against them. During that period of time, the attorney decided to FOIA all of Mr. Walton's bills after which he learned very quickly that anyone was privy to that information because he was paid with public funds. Though he had not lost a single case, the attorney was complaining the County was spending too much money.

Mr. Walton also emphasized that under FOIA, never assume that written communications with an attorney cannot be released. He recalled representing a municipality in which a very controversial annexation decision was made. The developer paid money into an escrow account and Mr. Walton's advice to the town was adverse to the developer. Under FOIA, the advice got out to the residents and was used against that municipality.

Mr. Walton said a valuable lesson is if you write it down, make sure it is very clear it is attorney-client privilege because no one knows what may come out of it. For example, he asked Council to image what it would look like on the front page of

a newspaper if a Councilperson wrote on a piece of paper that ‘someone was a jerk’ and the City had to release it when a FOIA request was received.

He further emphasized that we are all stewards of the public and have to abide by all FOIA rules.

PUBLIC BODIES

While the City Council is clearly a public body, the statute has a far broader reach.

A public body includes any regulatory, administrative, advisory, executive, appointive, or legislative body of any political subdivision of the State.

That means any board, bureau, commission, department, agency, committee, ad hoc committee, special committee, temporary committee, advisory board and committee, subcommittee, legislative committee, association, group, panel, council or any other entity or body is subject to FOIA.

Thus, if the matter is related to the City (even an ad hoc committee with only the power to recommend), the open meeting requirements of FOIA apply.

If there is a quorum of members present, there is a meeting of the public body

Mr. Walton noted that the biggest issue under FOIA is the public body exception. For example, Council is a public body as is clearly defined in the law. He added that any committee or support group to Council is also a public body because they were appointed by Council. As a result, an agenda must be posted and minutes taken.

In addition, any members of those bodies are subject to disclosure of certain documents and related information.

Councilman Campbell arrived at 6:11 p.m.

OPEN MEETINGS

The general rule, subject to a few exceptions, is that every meeting of all “public bodies” shall be open to the public. Del. Code Ann. tit. 29 § 10004(a).

Meetings must be held within the jurisdiction of the public body.

No serial meetings can be held – all decisions and deliberations must be made in public.

Example:

Four or five people requested no parking or thirty-minute parking signs in front of the post office. In turn, their Mayor recommended creating a committee and certain people volunteered to serve. The Mayor then appointed them to be on a Traffic Calming Committee who was to report back to Council with recommendations. In that situation, they would be categorized as an Ad Hoc Committee who is also subject to FOIA.

Mr. Walton then referenced the law which states if a group receives money from a public body, that group is also subject to FOIA. As a result, claims have been filed that fire companies are public bodies because they receive money from a municipality. Fortunately the law was not extended to those groups though this example provides the type of challenges associated with FOIA.

Another similar example occurred about ten years ago and involved an attorney at a Board of Adjustment who was presenting a contentious variance request. The Board of Adjustment took a recess and then decided to postpone it until the next meeting. Following that initial three-hour hearing, the attorney goes out with his clients to a small restaurant. He is sitting there and behind him was a group of people who were talking about what a terrible job the attorney had done before the Board of Adjustment and how they didn’t like the arguments that were made. The attorney then finds they were members of the Board

of Adjustment who had met for dinner after the hearing.

He stressed that public officials need to be cognizant that when they are discussing public business, that is a quorum and something a lot of officials forget about, particularly in a small town. In the case of a three-member board or committee, anytime there are two people discussing a matter, that is a quorum. He recently recommended to one of the municipalities that he represents, never to appoint a three-member board because of inability to control those quorums.

Mr. Walton pointed out that another municipality is going to get in trouble because four of the Councilmembers go out and eat together after every meeting. They said they invoked the social gathering exception though that can only be used if they do not discuss public business. Mr. Walton said he has seen them together and it is very obvious they are discussing public business when they are together.

He referred to a similar scenario involving four members of Council who drive to Dover in the same car to a meeting. Mr. Walton stressed that is a quorum of Council and a FOIA violation because they talk about public business.

OPEN MEETING REQUIREMENTS

- Notice
- Agenda
- Minutes

He then continued the FOIA review by explaining that every meeting has to be open to the public body in that municipality's jurisdiction. Riding in a car together is not open to the public. He recalled that someone wanted to have a joint meeting stating that this is a meeting if Milford City Council and three other towns cannot be present with a quorum which is not allowed.

Mr. Walton reiterated that decisions and deliberations must occur in public view.

He recalled being hired to represent a town the day before a Board of Adjustment hearing. They forwarded him the file and he did not know any of the people on the Board. He walked into a room of approximately 100 people. He guided the Board through the deliberation process and at the end of the hearing, all the Board Members backed away from the table and got into a huddle. Mr. Walton asked the Chair what they were doing; he answered they were deliberating and had done it that way for twenty years. He explained that FOIA requires them to deliberate in public which means they have to speak into the microphone in order for everyone present to hear the discussion. The manner in which this had been handled was a clear violation of FOIA.

NOTICE

All public bodies shall give public notice of their regular meetings and of their intent to hold an executive session closed to the public, at least seven days in advance thereof.

"Regularly scheduled meeting" means any meeting of a public body held on a periodic basis.

Mr. Walton noted that there also has been number of complaints filed regarding the seven-day notice requirement because a regularly scheduled meeting requires seven-day notice.

Example:

The City of Wilmington was posting a meeting and the agenda was being added a day or so before. Mr. Walton stated that a FOIA decision was released in the last couple weeks that require the agenda to be posted seven days in advance. That is the only way proper notice can be given to the residents.

Public notice is a conspicuous posting of notice at the principal office of the public body holding the meeting, or if no such office exists, at the place where meetings of the public body are regularly held.

*If you plan to do video conferencing, you must say so in the meeting notice.
The video conferencing should be done from a public location.*

Mr. Walton also advised that video conferencing is permitted if it is on the agenda. However, because both the body and the person being video conferenced have to be in a position where they can be seen publicly on both sides. As a result, they have to be in a public place like a restaurant and the location must be noted on the agenda.

AGENDAS

Agendas are required for all meetings.

“Agenda” is defined as a general statement of the major issues expected to be discussed at a public meeting.

Only in very rare circumstances can the agenda be amended within seven days.

As a rule of thumb, if seven days notice of the agenda item could have been given, the agenda cannot be amended.

There must be some emergency situation that permits the agenda to be amended.

If the agenda is amended, the reason why the agenda is amended must be stated.

Mr. Walton then discussed agenda items and what is not specific enough. He explained that if the public is unable to determine what is going to be discussed, the item is not specific enough. There has to be some specificity to that agenda item. A lot of municipalities get in trouble because they add a ‘discussion about parking on a certain street’ though a possible vote may occur. Another could involve the change of a trash hauler that needs to be voted on. However, this workshop item could be added as ‘Discussion by Max Walton to provide FOIA Advice’. That would not require a vote. In that particular instance, two items will have a possible vote and the other item will not have a vote. If Council voted on the discussion, that would not have given the public the appropriate notice that action would be taken.

He suggests that adding a line at the top that states every matter on agenda is subject to a possible vote. That would allow the agenda items to be listed.

Mr. Walton then informed Council the agenda can be amended up to six hours in advance of the meeting. However, it has to include a reason for the new item being added to the agenda and a description for the delay. Finally, if the agenda is filed less than seven days in advance of the meeting, the public body must provide additional proof that each new matter of public business came up unexpectedly and after the initial posting and that they require immediate attention.

As an example, Council has a meeting on the third Thursday of the month. Four days before the meeting, the City receives a decision in a litigation case and a determination of whether to appeal is needed by a certain deadline. The agenda can be amended and an explanation drafted that states ‘this matter was presented today and requires immediate attention because a decision is needed on how to proceed’. He feels a municipality can get away with that sometimes, but the town would not get away with adding ‘introducing a new ordinance on four days notice’ unless it is an emergency ordinance.

He reiterated that agenda amendments under that standard are very pressing and important. An agenda can only be amended with a legitimate reason that seven-days notice was not given. If it is something that is extremely important, a special meeting can be called. Otherwise, it should wait until the next meeting. The Attorney General’s (AG’s) opinion is that seven days is seven days and there better be a good reason why the City was unable to give that seven-days notice.

MINUTES

Minutes are always required.

Minutes, at minimum, must include a record of those members present and a record, by individual members, of each vote taken and action agreed upon.

Minutes of executive sessions must be taken and the minutes are considered public records “so long as public disclosure would defeat the lawful purpose for the executive session, but no longer.”

Mr. Walton noted that even though the statute provides the minimum requirements, if the minutes are too deficient the AG’s Office will have a problem with them.

In addition, minutes of executive sessions must be taken. Also, no voting is permitted in executive session. Council must go back into a regular session to vote. In theory, all that is needed for those minutes are the names of the members that were present though that is really not good enough according to the AG's opinions.

EXECUTIVE SESSIONS

Executive sessions, while necessary, are in contravention of the public policy of the open meeting laws. Thus, executive sessions are closely scrutinized to assure that they are proper.

Executive sessions are permitted ONLY IF they fall under the categories listed in Del. Code Ann. tit. 29 § 10004(b). The big ones are:

1) Discussion of an individual citizen's qualifications to hold a job or pursue training unless the citizen requests that such a meeting be open. This provision does not apply to an individual citizen's qualifications to pursue any profession or occupation for which a license must be issued by the public body in accordance with Delaware law.

(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, but only when an open meeting would have an adverse effect on the bargaining or litigation position of the public body.

(6) Discussion of the content of documents, excluded from the definition of "public record" where such discussion may disclose the contents of such documents.

(8) The hearing of employee disciplinary or dismissal cases unless the employee requests a public hearing.

*(9) Personnel matter in which the names, competency and abilities of individual employees or students are discussed, unless the employee or student requests that such a meeting be open. (**Must be only employees-not subcontractors).*

EXECUTIVE SESSION RULES

Minutes must be taken.

Governing body must vote to hold an executive session.

Executive session must be on the agenda.

Agenda must be specific about the statutory exemption that applies.

No votes may be taken in executive session – votes must be in public session.

The executive session topics cannot stray from the issues on the agenda.

Prohibited from having a straw poll.

Mr. Walton explained that executive session minutes can be kept confidential in most situations. However, if the matter for confidentiality is no longer needed, those minutes become public.

Example:

A municipality wanted to buy a couple properties and met in executive session to discuss those negotiations. Once the property is purchased, the confidentiality goes away. At that point, the executive session minutes become public.

He also reported that attorney-client privilege advice remains an open question. Mr. Walton had taken the position that once he provides advice in executive session, that would last forever. The exception is that Council votes to waive the privilege. However, Mr. Walton anticipates a challenge to that will be filed in the near future.

He emphasized that City Councils can get in a lot of trouble in executive sessions. During his first executive session, he wrote down three bullet points. Because he has never had an executive session overturned, he still carries those same handwritten notes each time he goes into an executive session.

Mr. Walton feels there is one thing in the law that can be scrutinized and recalled the prior review of the public policy which

states that everything should be open. Because of that, executive sessions go against the public policy of FOIA so lawyers ultimately fight against it.

He then reviewed the various reasons allowed to be discussed in an executive session.

For example, if a city manager is hired, their qualifications can be discussed in an executive session. However, that individual also has the ability to request that meeting be open.

Mr. Walton explained that he just went through a personnel matter and had it added to the agenda as 'executive session for personnel matters relating to (the name of employee)'. In that manner, the employee had the opportunity to request the session be open even though it was a personnel matter. Unfortunately that was a really bad decision on the employee's part though they had the right to request that. The City tried to explain the personnel rule to ensure there were no violations, though it made the situation very difficult.

He noted that a solicitor being hired is a contractual situation and does not fall under FOIA because they are not city employees and is backed up by case law.

Most executive sessions are for pending litigation or collective bargaining exception which is very straightforward reason. The key is to make a determination that what is discussed in executive session and whether it will have an adverse effect on the bargaining or litigation position of the public body.

Mr. Walton makes the determination by considering any potential adverse effect on the public body if it the information was made public.

He noted that one of the rare exceptions for an executive session is the 'discussion of the content of documents, excluded from the definition of "public record" where the discussion may disclose the contents of such documents'. Mr. Walton said that one of the easiest ways to handle this is to have a lawyer write an attorney-client privilege memorandum providing legal advice. That should be considered when those more normal situations do not apply such as 'strategy sessions, including those involving legal advice or opinion from an attorney-at-law, with respect to collective bargaining or pending or potential litigation, but only when an open meeting would have an adverse effect on the bargaining or litigation position of the public body.'

Mr. Walton said that employee disciplinary issues can be discussed in executive session though the employee again has the right to request it be in public. He stressed this only applies to employees and not subcontractors which include contracted attorneys.

The executive session must be listed on the agenda according to Mr. Walton. There remains a lot of open questions about how detailed the executive session agenda item needs to be.

Example:

City Council of Dewey Beach made a motion to go into executive session reference personnel which is a very vague statement. The AG's Office ruled that the section must be specifically stated though more recently, they are allowing a little more freedom.

Mr. Walton said if he wants to have an executive session about a specific employee, that section can be referenced without adding the employee's name. However, the employee needs to be notified in order for them to invoke their right of making it public. There was a recent FOIA case ruling that stated that could be done as long as the employee was made aware the executive session was about them. Therefore, official notice should be given to that person.

He also stressed that no vote can be taken in executive session though he is sure that Milford never does this though he is aware of other jurisdictions that do.

Example:

City Council is in executive session discussing pending litigation and that leads into another matter. In that situation, Council is straying from the topic which is against the law. Council is required to stay on the topic and there are a number of cases where Council went from an employee matter related to one person to another employee matter related to another person. Those types of scenarios can get a Council into trouble.

Mr. Walton emphasized Council is not there to discuss a matter that is completely unrelated to the topic. He frequently goes into an executive session where he must provide a strategy about a legal matter. He informs Council of his recommended course of action. He is familiar with one Mayor who likes to ask in executive session 'hey, what do you think' or 'how would you vote on this'. Mr. Walton has to cut that Mayor off every single time. No straw votes are permitted in executive session and all votes and related language must be discussed in public session.

PUBLIC RECORDS

Public records are defined by Del. Code Ann. tit. 29 § 10002(l) as:

"information of any kind, owned, made, used, retained, received, produced, composed, drafted or otherwise compiled or collected, by any public body, relating in any way to public business, or in any way of public interest, or in any way related to public purposes, regardless of the physical form or characteristic by which such information is stored, recorded or reproduced."

NON-PUBLIC RECORDS

Examples of non-public records:

- (1) Any personnel, medical or pupil file, the disclosure of which would constitute an invasion of personal privacy;*
- (2) Trade secrets and commercial or financial information obtained from a person which is of a privileged or confidential nature;*
- (3) Investigatory files compiled for civil or criminal law-enforcement purposes;*
- (4) Criminal files and criminal records, the disclosure of which would constitute an invasion of personal privacy;*
- (5) Any records specifically exempted from public disclosure by statute or common law;*
- (6) Any records which disclose the identity of an anonymous contributor of a bona fide and lawful charitable contribution to the public body;*
- (7) Any records involving labor negotiations or collective bargaining;*
- (8) Any records pertaining to pending or potential litigation which are not records of any court;*
- (9) Subject to certain exceptions, any record of discussions held in executive session;*
- (10) Any records of a public library which contain the identity of a user and the books, documents, films, recordings or other property of the library which a patron has used; and*
- (11) Emails received or sent by members of the Delaware General Assembly or their staff.*

RESPONSES TO REQUESTS-PRODUCTION OF PUBLIC DOCUMENTS

Responses to FOIA requests must be made within 15 business days.

If more time is needed, the reason for more time must be legitimate and must be explained.

If the request is denied, the reason for denial must be explained.

Documents may be reviewed prior to disclosure to assure that non-public records are excluded from the request.

Mr. Walton explained that virtually anything is considered a public record. Currently, text messages do not have to be produced though he anticipates that to become part of the statute in the very near future.

Public records involve any manner in which public business is discussed. Mr. Walton referred to Milford providing specific emails under the domain @milford-de.gov adding that an official may also have a private email account. If there are any City-related emails on the private email account, there is public business being conducted on that private account and that public official is not going to get around FOIA using that private account. If the City gets sued, he guarantees that the private email account will be subpoenaed. As a result, it will have to be searched and through an electronic discovery and that official is most likely in big trouble.

Mr. Walton stressed how important it is for every public official to use the work email for City business and their personal email for personal business only. He asked that Council not be complacent in doing that.

Example:

A beach town required an electronic discovery. One official claimed that he only used his iPad and that no other computers were used for public business. Even though his home computer still had to be searched, they determined he was telling the truth which Mr. Walton pointed out was the easiest collection of data he had been involved in.

Deleted or not, chances are very good that the material still exists in retrievable form, waiting for discovery by lawyers seeking anything they can use to support their clients' claims. He asked Council to think about how many texts and emails they are sending and to consider the consequences.

Mr. Walton also reported that voice mails relating to City business are all considered public records.

He emphasized that the public record definition is very broad though it gives a list of items that are not considered public records. He then reviewed that list which includes personnel files, trade secrets or commercial or financial information.

Example:

Amazon.com wants to come to Milford. They want to share a trade secret with the town. The town is able to do that though the city solicitor should review everything that is being done because this can get the town into trouble though that confidential information can be protected from disclosure.

The City of Newark prepared an RFD for a parking garage or ideas on how to solve the parking problem. The one bidder deemed their proposal to be confidential and the document was clearly marked. They attempted to determine whom that privilege applied to though it was never resolved. Therefore, that company had to rebid to ensure it was public.

Mr. Walton noted there are broad protections against criminal and investigatory files. Any records exempted from other disclosures by statute or common law are also exempt.

Example:

Donations were requested during a Council meeting one evening; Mr. Walton made a donation anonymously. At the next meeting, the City Manager publicly thanked Max Walton for making a donation even though that is exempt.

Other exemptions include medical and student files, collective bargaining, potential litigation, library cards and emails sent or received by members of the General Assembly or their staff.

Mr. Walton said he just had a case related to the General Assembly exemption and the State's Office of Billing. The fact is that documents were withheld after a FOIA request because the members of the General Assembly and their employees were involved. The AG's Office ruled that was against the public policy of FOIA because they are protecting constituents. It also stated that the possibility of copying a member of the General Assembly could potentially keep everything out of FOIA. Mr. Walton said that may be true, but that is not what is says. The case was taken to the Delaware Superior Court on appeal and the Court ruled that 'emails sent or received by members of the general assembly are not subject to disclosure'. As a result, the General Assembly has a lot of protection and does not have to abide by the law required of municipalities.

He noted that responses to FOIA requests must be made within 15 days. If extra time is needed, a response can be sent stating the reason. If a request is denied, there must also be a reason provided.

ENFORCEMENT

Attorney General's Office generally enforces FOIA and/or decides a FOIA complaint, although citizens may bring suit as well in certain circumstances.

*For public records denials, there is a 60-day statute of limitations.
For open meeting violations, the statute of limitations is six months.
The burden is on the custodian denying access to public records.
Open question – how do you satisfy that burden?*

Mr. Walton pointed out the FOIA law is difficult to understand because of the number of amendments that have been made over the years.

He then explained that the process requires the AG's Office to first determine if there is a FOIA violation after which an advisory opinion is provided. After that, action can be brought against the municipality in order to enforce it. There are no appeal rights through the Courts.

He also advised that state agencies are represented by the AG's Office and separate appeal rights had to be handled in a different manner because there were no AG reviews for state agencies before an amendment was made. However, there is a sixty-day statute of limitations for public record denials and a six-months statute for open meeting violations. Mr. Walton feels those time lines may apply to the AG's Office though this statute would apply if FOIA action was filed.

The responsibility is on the government official to prove that FOIA was not violated and the burden is not on the person making the complaint. It is sometimes impossible to determine how much proof is needed. Typically the AG's Office writes a letter which is accepted as sufficient evidence that the burden has been satisfied. Mr. Walton expects a Supreme Court ruling possibly during the first part of 2018 which will clarify what is applicable to satisfy that burden.

CASE EXAMPLES

Agenda Violations

Committees

Serial Quorum

Beyond Scope of Executive Session Topic

Mr. Walton explained there are many agenda violations that can be reviewed on the AG's website. He recalled the seven-day requirement that was violated by Wilmington because they were not adding the agenda items when the meeting was posted. Another problem occurs when an agenda item is not specific enough for a person to understand what is being discussed and voted on.

Another matter that frequently comes up is 'council comments'. A Councilmember may start talking about an item instead of asking that it be put on the agenda for the next meeting and a long discussion ensues.

He emphasized that each of those is an agenda violation. If a Councilperson plans to talk about a specific item, it needs to be properly added to the agenda.

Mr. Walton then stated that committees are the next wave of FOIA complaints. Every municipality has committees and those committee members do not understand when they are subject to FOIA and the majority of the time they are.

The other issue that is violated a lot is the serial quorum requirement.

Example:

There is a FOIA case where the Town Council got together and went out to view a certain property. He is unsure if there were five or seven members of the Council but two Councilmembers went first to look at the property, then two more Councilmembers went together, then two more after which one more went. They then all agreed to purchase the property after they all looked at it at their next meeting.

What they did is gerrymander which is a method by which they could all get together and decide on a vote in a procedure without actually doing it at a public forum. That is considered a serial quorum. That is illegal because Council business must

be conducted in the public's view.

He explained another situation is when an email that is sent to every Councilmember. Mr. Walton receives his agenda by email from each municipality. When that occurs, one councilperson may respond and begin to talk about one of the items. If Mr. Walton is unable to get them on the phone fast enough to shut it down, it becomes a FOIA violation because it involves a serial quorum. FOIA does not permit any decisions to be made by email.

As a result, if there is a question about the agenda, the Councilperson should send that question to the City Clerk or the City Solicitor and not copy the other Councilmembers. He said a situation can be really embarrassing after an email went out and someone submits a FOIA and it is very clear there was a serial quorum violation.

Councilwoman Peel pointed out that is the reason Council should not 'reply to all' in any situation. Mr. Walton said the only time he replies 'to all' is when someone on council starts to respond to an email. His immediate response is 'stop it you know better'.

Mr. Walton said the hardest one to prove is whether or not Council strayed from an executive session topic. However, he feels it may be the most violated one. If there is a recording, it is very easy to determine if Council went beyond the topic. Without the recording, the municipality has to figure out a way to prove what was done is proper in relation to the law.

An unknown attendee in the audience stated that in his Town, they have executive sessions after people are asked to leave the room. After the executive session concludes, Council returns to open session and votes on the matter. However, no one stays for the vote. He asked if they are required to inform those present before the executive session that they are permitted back into the room at the time of the vote.

Mr. Walton explained that the doors have to be opened and at that point, the public is allowed back into observe the vote. However, there is no requirement to officially inform them they can legitimately come back. He reported that he had a municipality who got in trouble over this. They have their executive sessions at 6:00 p.m. before their open meetings. They were doing everything right though there was a problem because the doors at Town Hall automatically stayed locked until 6:45 p.m. and no one could get in until that time. Unfortunately, Mr. Walton nor Council realized, or thought about it, until a FOIA complaint was filed. The Town's response was that the complainant was correct. The most important thing is to have it on the agenda so the public is aware it is occurring. He suggests the Mayor announce that the public is able to come back in at the conclusion of the executive session though it is not required.

Councilwoman Wilson pointed out that the agendas often state at the bottom that "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".

Mr. Walton explained it can be amended and there are some very minor exceptions in the FOIA statute and provided the following information:

The agenda can be amended six hours in advance though there has to be a reason and a notice. He agrees it is good to have that statement on the agenda because there are times when the agenda can be amended.

Mr. Walton also reported there is a provision that allows Council to go into an emergency executive session. The only time that can be done is in an urgent situation, similar to below:

A lawyer walks up to the podium, introduces himself and proceeds to tell City Council they have violated his client's constitutional rights and if Council does not settle this case tonight, a lawsuit will be filed tomorrow for \$2 million in damages. As a result, the City did not have any advance notice. In that situation, perhaps Council could go into executive session. Beyond something that severe in nature, there is no excuse an executive session should not be on the agenda.

Solicitor Rutt noted there may be an extreme personnel issue whereby a City Manager may have been arrested that day and someone needs to be appointed as interim or the status of the City Manager discussed.

Mr. Walton reiterated that it would have to be something so extreme that it rose to the level that it required immediate action with no other possibility. The majority of the time that is not the case and Mr. Walton has never had to do that in his seventeen years.

Another question was asked from the audience if deletions could be made to the agenda. Mr. Walton pointed out that if an item is not going to be discussed, it can be removed at anytime. It can also remain on the agenda but not discussed.

Further discussion occurred between Mr. Walton and audience members though it is inaudible.

There being no further questions, Mayor Shupe thanked Mr. Walton for taking the time to provide the information and to educate our Councilmembers that attended.

The Workshop Session concluded at 7:03 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
September 25, 2017

Milford City Council held a Public Hearing on Monday, September 25, 2017 in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Arthur Campbell, Lisa Peel, James Burk, Owen Brooks Jr.,
Douglas Morrow, James Starling Sr. and Katrina Wilson

City Manager Eric Norenberg, Police Captain Gary Bailey and
Deputy City Clerk Christine Crouch

COUNSEL: City Solicitor David Rutt, Esquire

Mayor Shupe called the Public Hearing to order at 7:01 p.m.

BOARD OF REVISION AND APPEAL

On Monday, September 25, 2017 at 7:00 p.m., City Council will sit in the Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware, as a Board of Revision and Appeal in regard to the 2017-2018 City of Milford General Property Assessment.

All appeals resolved by the City Assessor. As a result the hearing was canceled.

PUBLIC HEARING

*Richard D & Janice Comstock
442 Kings Highway
For a Final Minor Subdivision of .81+/- acres
R1 (Single Family Residential) Zoning District.
Present Use: Single Family Dwelling and Vacant Land; Proposed Use: Same
Tax Map 1-30-1.19-038.00 and 1-30-1.19-038.06*

Due to the absence of the City Planner, City Manager Norenberg presented the application.

Mr. Norenberg explained the owner of two adjacent properties has requested to move the lot line ten feet to the west thus reducing the width of the adjacent parcel. The application meets all requirements set forth in Zoning Code Chapter 230 and Subdivision Code Chapter 200.

The application was reviewed and considered by the City Planning Commission on August 15, 2017 at which time they recommended approval.

No comments were received from DelDOT, Sussex Conservation District nor the State Fire Marshal Office.

Mr. Comstock then addressed Council stating that a realtor had recommended they remove ten feet off the adjacent lot and add to their property because the garage is located two feet from the property line. That was a result of a variance approved ten to fifteen years ago though there was no intention of selling their house at that time.

With that now under consideration, it would be advantageous to the new homeowner to have a little more land between the two properties versus actually being within two feet of the neighbor.

Because the lot is vacant, they felt it would be an easy process.

Mayor Shupe then opened the floor to public comment. There being no responses, the floor was closed.

Councilman Burk asked if this will create a non-conforming lot. Mr. Norenberg stated that according to the City Planner, this will provide the appropriate setbacks.

Councilwoman Wilson moved to approve the request of Richard D and Janice Comstock for a final minor subdivision of .81+/- acres, as presented, seconded by Councilman Burk. Motion carried by the following roll call vote:

Councilman Campbell votes yes adding that he does not believe the ten feet will create any problems and instead will help the owner sell the property as was recommended.

Councilwoman Peel votes yes stating she has no concerns based on what was presented.

Councilman Burk votes yes stating it looks good.

Councilman Brooks votes yes based on what was explained.

Councilman Morrow votes yes adding that it will correct an incorrectness.

Councilman Starling votes yes stating that it provides the homeowner some additional land which appears to be beneficial.

Councilwoman Wilson votes yes for all the reasons stated adding it also makes the property owner happy.

There being no further business, the Public Hearing portion of the meeting was adjourned at 7:15 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Transcriber

MILFORD CITY COUNCIL
MINUTES OF MEETING
September 25, 2017

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, September 25, 2017.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Arthur Campbell, Lisa Peel, James Burk, Owen Brooks Jr,
Douglas Morrow, James Starling Sr. and Katrina Wilson

City Manager Eric Norenberg, Police Captain Gary Bailey and
Deputy City Clerk Christine Crouch

COUNSEL: City Solicitor David Rutt, Esquire

CALL TO ORDER

Mayor Shupe called the Council Meeting to order at 7:14 p.m.

INVOCATION AND PLEDGE

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

RECOGNITION

Mayor Shupe read the following three tributes into record:

Tribute/Rajene Bowe

Tribute/Nia Bowe

Tribute/Courtney (CJ) Kohel

Tribute 2017-23
RECOGNIZING RAJENE BOWE

WHEREAS, The City of Milford is proud to recognize the athletic accomplishments of former Milford High School student and softball athlete Rajene Bowe; and

WHEREAS, Ms. Bowe's double digit steals and home run during the State Championship game assisted in the Milford Lady Bucs clinching the 2017 DIAA Softball State Championship; and

WHEREAS, Rajene went on to earn the First Team All-State after her senior season; and

WHEREAS, Ms. Bowe continued to play softball after her senior season with the Delaware Express, who claimed the title at the 2017 USSSA World Series; and

WHEREAS, during the tournament, the Delaware Express played fourteen total games, winning six in one day proving the mental and physical strength of all the girls on the team; and

WHEREAS, Ms. Bowe was awarded the USSSA World Series Tournament VIP.

NOW, THEREFORE, BE IT RESOLVED, that I, Bryan W. Shupe, Mayor of the City of Milford, take this opportunity to congratulate Ms. Rajene Bowe and wish her much success as she attends Dominican College in Orangeburg, New York.

Tribute 2017-24
RECOGNIZING NIA BOWE

WHEREAS, The City of Milford is proud to recognize the athletic accomplishments of former Milford High School student and softball athlete Nia Bowe; and

WHEREAS, Ms. Bowe played third base during the Championship game which assisted the Milford Lady Bucs in clinching the State Championship; and

WHEREAS, during the tournament, Nia added two home runs, including her first ever grand slam; and

WHEREAS, after her senior season, Nia continued to play softball with the Delaware Express, who claimed the title at the 2017 USSSA World Series; and

WHEREAS, the Delaware Express played fourteen total games, winning six in one day proving the mental and physical strength of all the girls on the team; and

NOW, THEREFORE, BE IT RESOLVED, that I, Bryan W. Shupe, Mayor of the City of Milford, take this opportunity to congratulate Ms. Nia Bowe and wish her well as she begins her higher education at Coppin State University in Baltimore, Maryland.

Tribute 2017-25
RECOGNIZING Courtney "CJ" KOHEL

WHEREAS, The City of Milford is proud to recognize the athletic accomplishments of Milford High School student and softball athlete CJ Kohel; and

WHEREAS, during the State Championship game, CJ's three-run homer assisted in the Milford Lady Bucs clinching the 2017 DIAA Softball State Championship; and

WHEREAS, Ms. Kohel not only plays on the Milford Lady Bucs softball team, she also plays on the Delaware Express as catcher; and

WHEREAS, after playing fourteen total games, winning six in one day, the Delaware Express claimed the title at the 2017 USSSA World Series;

WHEREAS, playing over 12 hours straight during the tournament proved the mental and physical strength of all the girls on the team; and

NOW, THEREFORE, BE IT RESOLVED, that I, Bryan W. Shupe, Mayor of the City of Milford, take this opportunity to congratulate Ms. CJ Kohel and wish her continued success as a senior at Milford High School.

All three recipients were presented with their tributes following the reading by Mayor Shupe.

Proclamation 2017-19/Public Power Week

Mayor Shupe read the following proclamation into record:

PUBLIC POWER WEEK OCTOBER 4-10, 2017

WHEREAS, we, the citizens of the City of Milford, place high value on local control over community services and therefore have chosen to operate a community owned, locally controlled, not-for-profit electric utility and, as consumers and owners of our electric utility, have a direct say in utility operations and policies;

WHEREAS, the City of Milford Electric Division provides our homes, businesses, farms, social service, and local government agencies with reliable, efficient, and cost-effective electricity employing sound business practices designed to ensure the best possible service at not-for-profit rates;

WHEREAS, the Electric Division is a valuable community asset that contributes to the well-being of local citizens through energy efficiency, customer service, environmental protection, economic development, and safety awareness;

WHEREAS, the Electric Division is a dependable and trustworthy institution whose local operation provides many consumer protections and continues to make our community a better place to live and work, and contributes to protecting the global environment;

NOW, THEREFORE BE IT RESOLVED: that the City of Milford Electric Division will continue to work to bring lower-cost, safe, reliable electricity to community homes and businesses just as it has since the utility was created to serve all the citizens of the City of Milford; and

BE IT FURTHER RESOLVED: that the week of October 4-10 be designated Public Power Week to recognize the Electric Division for its contributions to the community and to educate consumer-owners, policy makers, and employees on the benefits of public power;

BE IT FURTHER RESOLVED: that our community joins hands with more than 2,000 other public power systems in the United States in this celebration of public power, which is best for consumers, business, the community, and the nation.

Related to the Public Power Week designation, Mayor Shupe announced a sign will be installed at the Customer Service Office and a banner flown downtown. A billboard will also be featured near Milford. All items have been paid for by DEMEC as they strive to promote greater awareness of the benefits of public power and dedicated service of employees.

On Friday morning of Power Public Week, coffee and donuts will be provided at the Customer Service Office.

COMMUNICATIONS & CORRESPONDENCE

Mayor Shupe thanked the community for the record crowds that attended the various weekend events including the City's 230th Birthday of its Founding and Laying Out, Third Thursday, St. John's Oktoberfest and the Melody Booker Memorial Event.

Councilwoman Wilson thanked Mayor Shupe, City Manager Norenberg and Milford Police Department for helping the owners of the Traveler's Inn as they continue with their plan to remodel. In particular, she appreciated their assistance with the people who live there by allowing them additional time to relocate. She is very hopeful it will become a much better place in our town for those who need a place to live.

UNFINISHED BUSINESS

Public Parking Lot Paving Project (Previous M&T Site)

City Manager Norenberg submitted the following memo:

The Public Works Department requests City Council's approval to pay an invoice for the paving of the North Walnut Street Parking Lot (Touch of Italy). The original estimate for the project was under \$30,000, and staff proceeded with a purchase order. However, due to a recent increase in asphalt prices, as well as additional paving work necessary for adequate drainage, the final cost for the project came to \$31,374.07. The work was done prior to the new Charter adoption, which raised the purchasing threshold to \$50,000.

Staff requests City Council approve an invoice from Jerry's Paving in the amount of \$31,374.07 for the paving of the North Walnut Street Parking Lot (Touch of Italy) with funds from Account 139-1110-413-72-11 (Economic Development Fund).

Public Works Director Mark Whitfield added there was also some additional paving required where the previous oil tank was located for the purposing of providing additional drainage. That added approximately \$1,300 which created the overage.

When asked the status of Touch of Italy, Mayor Shupe reported the City is waiting on State approvals that include one from the Public Health Department which is required to issue the interior building permit. It was confirmed that once the building permit is received, they will have six months to complete the construction according to their Development Agreement.

Councilman Morrow moved to authorize the payment to Jerry's Paving, in the amount of \$31,374.07, for the paving of the Touch of Italy Parking Lot to be paid from Account 139-1110-413-72-11 (Economic Development Fund), seconded by Councilwoman Wilson. Motion carried with no one opposed.

Service Club Sign Display

As has been discussed, several of the Milford Service Club Signs were removed when the old 'Welcome to Milford' sign near the overpass north of Milford at the Route 1/Route 113 split was removed. As a result of DelDOT regulations regarding the installation of signs, additional signs were unable to be added to the new 'Welcome to Milford' sign reinstalled at that location.

Since that time, there was a proposal that the City find a new, more prominent location for the signs. Several new locations have been discussed and the selected location is on City-owned property at Northeast Front Street between the Milford Police Station and the Kent County Pump Station.

After a design was selected by City Council earlier this summer, Parks and Recreation staff was asked to get quotes for a similar sign and landscaping.

It is the Parks and Recreation Director's recommendation that we proceed with the City taking the lead to have the sign installed and landscaping done. The total project is approximately \$8,700 and Mr. Dennehy intends to approach the service clubs to ask for funding toward the sign project.

Councilwoman Wilson asked how Mr. Dennehy came up with eight service clubs; Mr. Norenberg said that it needed to be an even number based on the sign. Once he determines the exact number of clubs, a more accurate cost can be provided. If Council prefers to continue pursuing additional clubs, that can be done and a later update provided.

Mayor Shupe recommends providing this possibility to the public in case another service club is interested in participating in this project.

Kent County Tourism Board of Directors Appointee

City Manager Norenberg referenced the following email sent to Mayor and Councilmembers on August 18th:

Over the past year, Kent County Tourism has worked diligently to create and drive visitor interest to our County. Those efforts include a five-year Strategic Plan, a new brand identity – Delaware's Quaint Villages, targeted social media campaign, trade show sales strategy, media buys and relations, hosting influencers and writers, and the launching of a brand new responsive design website (VisitDelawareVillages.com). Since the launch of our site in April, we have seen over 70,000 visitors. Our efforts are proving that Kent County is not only a great place to live and work, but to also visit, explore, experience, and recharge.

As part of the new strategic plan, the Board of Directors and I are seeking out new members to be on the board that are passionate and have a stake in growing tourism/ economic development for the County. We believe that with the right people on our board, Kent County Tourism could become a powerful partner for the county & its cities like Milford in helping to bring new hospitality business and events to the area. Kent County is a great place and we'd like to see everyone working together and have a stake in our county's success.

To do this, we have revised our bylaws to allow the City Councils of Milford, Smyrna, Dover & Harrington to appoint a representative to serve on our board. This appointed member may be the Mayor, a City Council member or a designee who resides or conducts business in their City. The designee should engage in tourism/economic development and understand the requirements of board membership.

Our goal is to have all nominated/appointed board members voted in by our current board at our September 21st meeting. New board members would start the following month in October.

I am hoping that I can count on you to participate/take advantage of having someone be the voice of tourism in Kent County for Milford. As it is truly our goal to make sure everyone is represented as part of our efforts.

Because there was no interest from Councilmembers, he asked Parks and Recreation Director Brad Dennehy to represent the City on this board.

Councilman Burk moved to appoint Brad Dennehy to the Kent County Tourism Board, seconded by Councilman Campbell. Motion carried.

NEW BUSINESS

2017 Justice Assistance Grant Authorization

Milford Police Captain Gary Bailey reported that the Department applied for the JAG application. Two other Sussex County agencies—Seaford and Georgetown, are also included in this grant. Milford will be using \$17,669 to purchase items which will assist the new forensic specialist and equip the forensics lab. Included in the packet is a breakdown of the equipment.

This will ultimately save the Department a lot of time, money and manpower hours with evidence collection.

Captain Bailey said they are very fortunate to have Retired Dover Officer Lawrence Simpkins come on board in this civilian position as well as the availability of funding this endeavor.

Councilman Burk moved to authorize the purchase of forensic items needed to equip the new forensic lab and authorize the 2017 JAG application, seconded by Councilman Brooks. Motion carried.

Resolution 2017-09/Support of Delaware Outdoor Recreation, Parks and Trails Grant Application

City Manager Norenberg reported that P&R Director Dennehy has allocated capital money in several budgets to re-deck the wooden riverwalk areas. Some railings will also be added and some additional repairs made to the Bicentennial Park Bridge. A grant has been submitted to cover the difference in what was budgeted and the actual costs.

In the meantime, Mr. Dennehy is also contacting other organizations to solicit funds for the project.

Councilman Brooks moved to adopt Resolution 2017-09, seconded by Councilman Morrow:

Resolution 2017-09
**SUPPORT OF DELAWARE OUTDOOR RECREATION, PARKS AND TRAILS
GRANT APPLICATION CITY OF MILFORD RIVERWALK IMPROVEMENTS**

WHEREAS, the City of Milford has worked with residents to begin a process to restore sections of the Riverwalk; and

WHEREAS, the City of Milford has previously approved and adopted a Master Plan for the development of the Riverwalk; and

WHEREAS, the City has filed Delaware Outdoor Recreation, Parks and Trails (ORPT) Grant pre applications to the Delaware Division of Parks and Recreation for both purposes; and

WHEREAS, the City has been authorized to submit formal ORPT applications in the amount of \$75,000 for improvements to the Riverwalk, to be done using a phasing approach, for the purpose of removing and replacing the existing worn timber decking with composite deck materials; and

WHEREAS, the City has set aside funds in the General Fund Capital reserves to support these efforts; and

WHEREAS, the City hereby designates Parks and Recreation Director Bradley Dennehy to manage the project and coordinate the ORPT Program requirements for reporting and reimbursement; and

WHEREAS, the City understands that improvements funded through the ORPT Grant Program will remain as outdoor recreation uses in perpetuity.

NOW, THEREFORE BE IT RESOLVED, that the City of Milford hereby approves the applications for the Riverwalk improvements through the ORPT Grant and shall abide by all requirements of the ORPT Grant Program for reimbursement and stewardship responsibilities.

Motion carried.

Introduction/Ordinance 2017-20/Chapter 180-Residential Rental Operating License

Mayor Shupe introduced the following ordinance:

Ordinance 2017-20
CODE OF THE CITY OF MILFORD
PART II-GENERAL LEGISLATION
CHAPTER 180
RESIDENTIAL RENTAL OPERATING LICENSE

NOTICE is hereby given that the following ordinance is presently under review by the City Council of the City of Milford:

WHEREAS, the City of Milford enacted a Residential Rental Operating License Ordinance, to protect the health, safety, and welfare of its residents and to prevent the deterioration of the housing stock in the City; and

WHEREAS, from time to time, City Council determines a need for amendments and additions to the Residential Rental Operating License Ordinance of the City of Milford; and

WHEREAS, it is recommended that the transfer of a license during the licensing period be permitted upon payment of administrative fees; and

WHEREAS, it is recommended that no rental unit be occupied by another renter until a rental inspection has been performed.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. Section 180-5. Application for rental operating license and agreement to comply is hereby amended by removing text indicated in strikethrough and incorporating new text in red and underlined as follows:

Section 2. Section 180-6. Contents of applications is hereby amended by removing text indicated in strikethrough and incorporating new text in bold and red as follows:

Section 3. 180-7. Regulations for issuance of licenses is hereby amended by removing text indicated in strikethrough and incorporating new text in red and underlined as follows:

Section 4. 180-8. Inspections is hereby amended by removing text indicated in strikethrough and incorporating new text in red and underlined as follows:

Section 5. 180-9. Violations and penalties; enforcement is hereby amended by removing text indicated in strikethrough as follows:

Section 6. Dates.

City Council Introduction: September 25, 2017

City Council Public Hearing: October 9, 2017

Scheduled Adoption: October 9, 2017

The City Manager explained the amendments incorporated were a result of a recommendation by the Community Affairs Committee earlier this summer. It will be discussed at the October meeting.

See packet for complete ordinance.

Introduction/Ordinance 2017-21/Chapter 57-Planning Commission

Mayor Shupe introduced the following ordinance:

*Ordinance 2017-21
CHAPTER 57
PLANNING COMMISSION*

NOTICE is hereby given that the following ordinance is presently under review by the City Council of the City of Milford:

WHEREAS, Chapter 57 of the City of Milford Code requires the City Planning Commission to consist of nine members; and

WHEREAS, it has been difficult to find nine qualified members to have a full complement; and

WHEREAS, Title 22, Section 701 of the Delaware Code states that Municipal Planning Commissions shall consist of not less than five, nor more than nine members; and

WHEREAS, reducing the required number to align with Title 22, Section 701 would allow the Planning Commission to convene by having a smaller majority present versus the five currently needed to conduct often time-sensitive or emergent circumstances; and

WHEREAS, An Act to Amend the City of Milford Charter was signed into law by Governor John Carney on August 30, 2017 and reflects the reduction of members as so stated.

NOW, THEREFORE, the City of Milford hereby ordains:

Section 1. Chapter 57, Section 57-2 is being amended as indicated below new language in underlined italics and omitted language by strikeout text.

Section 2. Dates.

City Council Introduction: 09-25-2017

Scheduled Adoption: 10-09-2017

City Manager Norenberg explained this amendment relates to the composition of the Planning Commission and is being changed to conform with the recently adopted City Charter.

See Council packet for complete ordinance.

Introduction/Ordinance 2017-22/Chapter 178-Real Estate Transfer Tax

Ordinance 2017-22
CODE OF THE CITY OF MILFORD
PART II-GENERAL LEGISLATION
CHAPTER 178
REALTY TRANSFER TAX

NOTICE is hereby given that the following ordinance is presently under review by the City Council of the City of Milford:

WHEREAS, Chapter 178, Section 178-2D of the Code of the City of Milford currently exempts from the City Realty Transfer Tax transactions where all grantees qualify as first-time home buyers under Section 178-1H; and

WHEREAS, Section 178-2A. provides that the City transfer tax shall be split equally between the grantor and grantee unless otherwise agreed to by the parties; and

WHEREAS, the City of Milford desires to amend Chapter 178, Section 178-2D. to limit the first-time home buyer exception solely to the grantee's portion of the City realty transfer tax as defined in Section 178-2A, (typically one-half (1/2) of the total City transfer tax); and

WHEREAS, grantors shall still be subject to and required to pay grantor's portion of the City realty transfer tax as defined in Section 178-2A, (typically one-half (1/2) of the total City transfer tax); and

WHEREAS, for purposes of the first-time home buyer exception, grantor and grantee shall be prohibited from contractually modifying the apportionment of the transfer tax, as stated in Section 178-2A to decrease the grantor's portion of the transfer tax;

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. The Code of City of Milford, Chapter 178, Section 178-2, entitled "Rate of tax; when payable; exception", is hereby amended by deleting the language indicated in ~~strikeout text~~ and inserting the underlined language in its place as follows:

"D. [There shall be no tax imposed on those] On transfers where all grantees qualify as first-time home buyers, no transfer tax shall be imposed on the grantee's portion of any transfer tax as defined in §178-2A. hereof. For purposes of this article, "first-time home buyer" shall have that meaning given in §178-1H. The first-time home buyer exception shall apply only to the grantee's portion of the transfer tax as defined in §178-2A. hereof and shall not relieve the grantor from payment of grantor's portion of the transfer tax as defined in §178-2A. hereof. For purposes of the first-time home buyer exception, grantor and grantee shall be prohibited from contractually modifying the apportionment of the transfer tax as set forth in §178-2A. to decrease the grantor's portion of the transfer tax. This provision shall apply to all contracts entered into as of October 19, 2017.

Section 2. Dates.

City Council Introduction: September 25, 2017

City Council Public Hearing: October 9, 2017

Scheduled Adoption: October 9, 2017

City Manager Norenberg explained this is a clarification of the City's Realty Transfer Tax Code and aligns with both counties in relation to the First Time Home Buyers exemption.

Complete ordinance can be found in the Council packet.

Street Sweeper Purchase Authorization

The following memo was prepared by Public Works Director Mark Whitfield:

The Public Works Department requests City Council consider a recommendation to replace the street sweeper used by the

Street and Utility Division. The street sweeper is used for the sweeping of streets and cleaning of storm sewer catch basins.

Routine street sweeping is critical to maintaining a high level of service to residents by keeping streets clean. Routine catch basin cleaning helps reduce storm sewer backups and on-street flooding. Street sweeping removes sand, grit, deicing materials, litter, and other debris from the City streets. Catch basin cleaning removes sand, soil, grit, leaves, litter and other debris from storm sewer inlets.

The replacement unit will also come with a "WeedSeeker" spray unit to routinely spray weeds within the curbs along city streets. Weeds within the curbs along City streets are not only unsightly, but also cause pre-mature pavement failure along the edges, which allows water intrusion to the under surface of the street. The WeedSeeker unit is designed to spray only when it detects weeds, and thereby reduces the amount of herbicide needed to control weeds. The unit will also significantly reduce the number of labor hours needed for curb weed control, since the work will be done simultaneously with street sweeping, and not as two separate operations.

The present 2006 unit has more than 5,360 hours of use and has become unreliable due to constant breakdowns. Council authorized \$145,000 be set aside in the Streets Capital Budget for the past two years to cover the replacement cost of the unit. Presently, \$290,000 is available for the purchase.

The Street and Utility Division staff has evaluated several different units for the possible replacement. After viewing demonstrations as well as checking various references, it is recommended a Johnston unit be purchased from Johnston North America of Mooresville, North Carolina for \$289,711.70. The purchase can be made through the State of Delaware contract, HGACBuy Purchasing Agreement Contract #SW04-16.

Specifications for the sweeper unit are included in the Council packet.

Councilman Brooks authorized the replacement of the street sweeper and recommends authorizing the purchase of a Johnston unit from Johnston North America of Mooresville, North Carolina for \$289,711.70 through the HGACBuy Purchasing Agreement Contract #SW04-16, seconded by Councilman Morrow.

Councilman Brooks noted the money is in the budget and he will be glad to get a new one.

Motion carried.

Trailer Mounted Sewer Flusher Purchase Authorization

PW Director Whitfield submitted the following memo for Council consideration:

The Public Works Department requests City Council consider a recommendation to purchase a trailer mounted sewer cleaner for the Water/Sewer Division. The sewer cleaner is used for the maintenance of sanitary sewer lines and manholes, as well as storm sewer lines and inlets. Routine jetting of sewer lines is critical to maintaining a high level of service to residents and helps reduce sewer main back-ups. The jetting removes grease, roots and other debris from the sewer mains. The trailer-mounted unit is needed to service lines within rights-of-way (off City streets) where access cannot be made with the truck-mounted unit. The trailer-mounted unit will also serve as a backup to the truck-mounted unit, when the unit is down for maintenance or repairs, and to address multiple sewer back-ups within the city's sewer system. The unit will also be used to clean storm sewer lines. Presently, the City does not have a trailer-mounted unit. The old truck-mounted unit has been used in the past as a backup. However, it does not allow access to rights-of-way, and repair parts are no longer available to maintain the unit.

The Water/Sewer Division staff has evaluated several different units for the possible replacement. After viewing demonstrations as well as checking various references, staff recommends a Vactor unit be purchased from Maryland Industrial Trucks of Linthicum, Maryland for \$59,427.00. The purchase can be made through the NJPA Purchasing Agreement (Contract #022014-FSC) through the Delaware State Contract.

Specifications for the unit are included in the Council packet.

Councilman Brooks moved to authorize the purchase of the Vactor unit from Maryland Industrial Trucks of Linthicum, Maryland for \$59,427.00 through the State of Delaware Division of Purchasing, NJPA Agreement Contract #022014-FSC, seconded by Councilwoman Wilson. Motion carried.

Budget Adjustment/Growmark Phase II Environmental Site Assessment

An Environmental Analysis is being conducted for the purchase of the Growmark property at the northeast corner of Northeast Fourth and Northeast Front Streets. The Phase I analysis was completed earlier this summer and identified a number of recommended items including some subsurface evaluations, soil sampling, chemical laboratory testing, etc.

A proposed scope of work was provided that is expected to cost no more than \$45,000. It is recommended a combined supplemental appropriation from the General Fund Reserves in the amount of \$48,000 be authorized to cover the costs of the Phase I and Phase II analysis.

Councilman Burk moved to approve payment for the two Environmental Site Assessments on the Growmark Property in the amount of \$48,000, seconded by Councilman Brooks. Motion carried.

ADJOURN

There being no further business, Councilwoman Wilson moved to adjourn the Council Meeting, seconded by Councilman Campbell. Motion carried.

The Council Meeting adjourned at 7:45 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Transcriber

MILFORD CITY COUNCIL
MINUTES OF MEETING
September 25, 2017

A Meeting of the Community Affairs Committee was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware on Monday, September 25, 2017.

PRESIDING: Chairperson Lisa Peel

IN ATTENDANCE: Committee Members:
Councilmembers James Burk and James Starling Sr.

Councilmembers Owen Brooks Jr. & Douglas Morrow

Mayor Bryan Shupe

City Manager Eric Norenberg & Deputy City Clerk Christine Crouch

Chairperson Peel called the Community Affairs Committee Meeting to order immediately following the completion of the City Council Meeting at 7:51 p.m.

She announced that because committees have not yet created a public comment policy, the regular public hearing rule will be used. As a result, anyone from the public that wishes to speak has a three-minute limitation. The speaker will come to the podium, introduce themselves and state their address.

Planning and Economic Development Activities Coordinator Rob Pierce was unable to attend this evening's meeting, and submitted the following memo:

In August, a resident in Ward 3 approached the Planning Department regarding numerous concerns in the 500 blocks of N. Walnut Street and N. Washington Street. The resident followed up this action by sending a letter to Councilman Morrow dated August 18, 2017 outlining concerns regarding unkept exterior properties, dilapidated accessory structures, weeds and overgrowth, alley lighting, compost piles, and feral/stray cats.

Since the initial complaint, the City has been working to investigate and address the concerns by issuing violation notices and working with property owners and tenants to address violations. The Electric Division of the Public Works Department has trimmed trees around lighting in the alleyway and the code enforcement officer has been in contact with the owners of both accessory structures to either fix or demolish the sheds. The compost pile (mainly dirt, grass clippings, plant trimmings and vegetable waste) was removed by the property owner/tenant and neighbors; however, the compost pile did not appear to violate City ordinances.

The City has adopted the 2015 International Property Maintenance Code (IPMC) under Chapter 174 Property Maintenance to regulate general property maintenance requirements within City limits. Situations where compost piles are creating safety or sanitation concerns may be investigated and addressed through the City's property maintenance code. Section 302.1 of the IPMC states "exterior property and premises shall be maintained in a clean, safe and sanitary condition." In addition, Section 308 of the IPMC states "exterior property and premises, and the interior of every structure, shall be free from any accumulation of rubbish or garbage." Staff does not recommend prohibiting composting within City limits or adding additional regulations.

The State of Delaware, Department of Natural Resources and Environmental Control encourages composting of yard waste material in an effort to divert a portion of the waste stream from disposal in landfills. Effective composting can produce a useful end-product that can be used to condition soil in gardens and flower beds, saving homeowners the expense of purchasing organic material from commercial retailers. Composting, either with a bin or with a pile, can be beneficial if properly handled.

A survey of Delaware municipalities returned no specific regulations on compost piles and bins.

The August 18th letter also raised a concern regarding the feral/stray cat population in the same neighborhood. Currently, the City provides no assistance to residents for the trapping, spaying or neutering of feral cats. Included in the packet is

information from the State of Delaware, Department of Health and Social Services, Division of Public Health, Office of Animal Welfare regarding the difference between free-roaming pet cats, stray cats and feral cats. The State recommends vaccinating, spaying or neutering, and returning the feral cats to the location they were found. Currently, the cost associated with spaying, neutering and vaccinating is the responsibility of the resident.

A possible response to this concern would be to support the implementation of a Trap, Neuter, Vaccinate and Release (TNVR) Program. The City of Harrington provides a TNR program where the resident may purchase a voucher from the town. The resident would then catch and take the feral cat to a local animal health center and have the feral cat spayed or neutered; the resident would then return and release the cat at the location it was found. The animal health center would, in turn, bill the town for the services rendered. Under this particular arrangement, the town pays fifty (50%) percent of the associated costs. The Harrington program had a significant level of volunteer involvement at the beginning, proactive public education and assistance from State Officials to secure a \$25,000 grant to initiate the program.

If Council elects to pursue a similar option, the City would need to enter into an agreement with a local animal health center and negotiate a price for these services. Funds would need to be obtained either through a grant or supplemental appropriation for the one-time purchase of traps, the annual expenses associated with the animal health center expenses, and the program's administration.

Staff is seeking guidance from this Committee regarding possible composting regulations and the development of a TNVR feral cat program.

Chairperson Peel then invited Donna Coverdale to address the Committee.

Feral Cat Programs

Mrs. Coverdale of 515 North Washington Street stated the following:

I want to thank Ward III Councilmen Morrow and Brooks for assisting with this topic and asking the question 'how can one person save one hundred homeless cats to spay or neuter just one'. She said there are many feral cat colonies within the city limits of Milford. Cat caretakers are often too timid to speak because they fear that feeding them will hold them totally responsible.

One of the larger colonies in Milford is beside Milford High School. That colony alone has thirty-two cats and it is cared for by three individuals.

I am representing about two dozen feral cat caretakers in our town. Where are these feral cats located; they are behind our shopping centers, churches, convenience stores and businesses and companies like Perdue and SeaWatch. Seeking a total resolution to the feral cat population is not the goal here. Instead, it is to simply request some assistance from City Council. Instead I am seeking assistance via a feral cat voucher program toward deferring the cost associated with TNR (trap-neuter-release) to our residents.

I have had the pleasure of working with Danny Tartt, a Railroad Engineer with Norfolk Southern who is from the City of Harrington. He is responsible for leading the charge of a \$20 voucher program to help assist residents in the City of Harrington which splits the costs involved in the spaying and neutering of feral cats.

Cities like Harrington and Dover have both received grant funding for feral cat programs. It is a cost-effective program, which at this time, is less than \$500 a year. At a future date, Mr. Tartt would like to come and speak to the City of Milford in further detail about replicating a similar program in our rivertown. He has already spoken with City Manager Eric Norenberg about the possibilities and their conversation was both educational and positive.

With this in mind, please consider providing your support for a feral cat \$20 voucher assistance program in Milford.

City Manager Norenberg then confirmed that he did talk with Mr. Tartt who discussed the program they initiated several years ago. One of the things he stressed was the importance of having a strong volunteer network and obtaining the grant. The State

presently has an agency who handles animal control though the individuals who had initially helped Harrington are no longer there.

He stated that Mr. Tartt described the grant process and confirmed that Harrington initially applied to Pet Smart for the grant. Mr. Norenberg checked that website which indicated they have already distributed funds related to this type of program for 2017. It stated to check back in 2018 to determine future funding possibilities. If Council is still interested at that point, he will find out more about the process.

The City Manager then informed Council that from their research, we have determined there are certain start-up costs in terms of public education, obtaining the traps and the vouchers. Right now, Harrington is considered to be in maintenance mode whereby they launched the program which was effective and busy early on. The actual out of pocket costs to the City right now are not much though the start-up costs were more significant. The \$25,000 grant they were awarded assisted with those costs.

It was confirmed there is no additional grant money available this calendar year.

Mayor Shupe asked the projected start-up costs; Mr. Norenberg explained the research has been done though a complete budget was not received for the initial project phase. However, they did indicate the importance of educating the public.

The City Manager said he was unaware of the number of reported colonies because the City has only received minimal complaints, one of which came from Mrs. Coverdale in early summer. As a result, a lot of assessment has not been done. He did ask Mr. Tartt how they documented the need and projected impact and costs involved. Unfortunately, he did not have a lot of those details and instead provided him with the names of the individuals that helped write the grant though we have been unable to track them down.

Councilman Brooks said he wants to confirm that there are feral cats in the area of Milford High School and he has personally observed at least a dozen cats. He agrees with Mrs. Coverdale that they need to be taken care of.

Councilman Morrow feels it is worthwhile to check into in order to determine the costs. He agrees that perhaps some of the bigger industries in Milford would help fund this program.

Mayor Shupe recommends looking into what nonprofits can do to help as well as some sort of voucher program versus going all in and buying cages and spending money to see how much of a problem this really is. If someone has a complaint, perhaps we can build a relationship with a nonprofit to provide some sort of voucher to help minimize the costs. Businesses in town may be willing to pay those costs as well.

However, he does not feel that buying cages and doing a study is needed in his opinion. Instead partnering with residents and nonprofits is the preferred way to go. The City can then provide someone with a problem an outline of the steps required to resolve the issue.

Councilman Burk does not believe there is a cat problem in the second ward and has never received a complaint. He actually rode his bike into the third ward on Saturday and called Councilman Morrow to find out the location of the problem areas. He talked to the neighbors who informed him that someone in the neighborhood was already trapping cats.

He also drove up there the day before the meeting and he did not see one single cat though he was driving the areas recommended by Councilman Morrow.

One of Councilman Burk's concerns is he would not want a neighbor to expose themselves to a cat that has rabies. He wants to limit the City's exposure to any risks and feels that the City buying the traps may be excessive.

Councilman Morrow asked Mr. Norenberg to follow up with the City of Harrington to acquire some numbers. Mr. Norenberg stated that Rob Pierce spoke with their City Manager who informed him they have sixty plus traps. When a resident wants to trap a cat, after the City verifies they are a resident, the resident pays their share to the City and obtains a trap. After the cat is trapped, the resident transports it to be spayed or neutered. It is then the responsibility of the resident to bring the cat

back to be released. After this process, the City is billed for the full amount of the spay/neuter service of which they pay half.

To do this, Mr. Norenberg recommends the City have a contract with an agency to secure a reduced price for the neutering/spaying. In Harrington, there is a \$20 fee to the resident and \$20 fee to the City. Typically the cost of this service is more than \$100. He noted that staff time will also need to be considered.

When asked which department would handle this, Mr. Norenberg said that would have to be determined when discussing the process that involves taking money, providing receipts, issuing the traps, etc. He is unsure if the traps have to be washed when they are returned in addition to any other health and safety issues.

Mr. Norenberg believes the Code Department would not want the traps stored in their offices downstairs so that needs to be considered as well.

City Manager Norenberg asked that Council let him know if they want to explore the program, develop a plan and determine whether or not we are able to get a reduced rate for the services. In the meantime, he will find out the amount Harrington would be willing to sell some of their traps for.

He asked Council to keep in mind this is launching the City into a completely new operation that is not funded and will add more duties to our staff, unless we are able to find a nonprofit group in the community that we could pay contractually to handle for us.

Mayor Shupe said he is in favor of discussing a partnership with a nonprofit or a professional who already handles similar services. The amount of money the City would pay can be negotiated versus having the City solely pay for it.

Because the grant is unavailable until 2018, Councilman Burk recommends postponing any further action until that time. He does not want to raise taxes or create a problem with the budget to implement this program because he has not witnessed any problems.

Councilman Starling confirmed that he has not seen a problem either.

Councilman Brooks said he has seen the feral cat problem for years.

Mrs. Coverdale spoke again and encouraged Council to allow Mr. Tarrt to address Council so that many of these questions can be answered. She noted that Mr. Tarrt is much more experienced and educated on the topic. She is aware that Caulk, who is in Ward Two, has a feral cat colony. She also knows it does not solve the problem to relocate the cats or removing them. If that were to occur, other cats will simply move into that area.

Chairperson Peel said she is leaning more toward finding someone that has the experience to partner with. She does not feel the City should be in the business of trapping any animals or placing additional burdens on Code Enforcement or another Department. She feels it is a lot to consider in addition to the fact there is no funding available.

She also feels there needs to be an understanding of how big a problem this is and how we can determine if the City actually qualifies for the grant funding.

Councilman Burk asked if we can get Mr. Tarrt to send Milford something in writing to allow some research before Council reconvenes.

Mayor Shupe feels it is important to understand the process. Councilman Burk added that it is enlightening and he was unaware there were so many residents involved in the cat population.

Mr. Norenberg reiterated there is no information available on the Pet Smart website so it cannot be assessed at this point. He would like to find out what is needed to document these problems. In the meantime, he will follow up with Mr. Tarrt who can hopefully share that information with Council at a later date.

Councilman Burk offered to work with one of Harrington's Councilmembers to do the legwork and obtain the information.

Compost Pile Regulations

Mrs. Coverdale provided the following information:

Milford does not currently have a code that pertains to compost regulations. In order for an active compost to work, it must be 3'x3'x3' contained and also covered. It should never contain cooked food and instead only raw. Items like onions and orange peels should always be excluded because their acidity deters earthworm activity.

Josh Nash of the Riverwalk Farmer's Market, has a wealth of knowledge pertaining to compost. Being an expert himself in organic farming and a former employee of DNREC, he has kindly offered recommendations on how compost should be properly maintained residentially.

Although Mr. Nash does not advocate strict agriculture regulations, he does support basic guidelines established for composting.

Without composting regulations, residents are free to make up their own interpretation of what composting looks like. Unfortunately when they do this, it leads to a rise in rodent population, trash, odor and violations of the City's Property Maintenance Chapter 174.

Please consider supporting this effort to beautifying our hometown.

Mr. Norenberg stated that DNREC is a big supporter of composting and there are several related pages on their website.

He feels that one reason the State and City should encourage composting is it cuts down on the amount of waste that is hauled and sent to the landfill. It also promotes a better quality of yards. However, the City does not agree with the need for regulations.

The City Manager noted that Councilman Burk asked for the International Property Maintenance Code (IPMC) before the meeting which contains a couple of provisions regarding smell and nuisance issues. That provides the City the tools if a compost pile is not properly maintained or complaints are received regarding odor, rodents, etc. which are violations of the IPMC.

Mr. Norenberg does not feel the City should be in the business of measuring the content and size of compost piles.

He had the Deputy City Clerk send a research request to other municipalities to determine how they managed compost piles. There are no other cities/towns in Delaware that regulates them. He continued that research and the closest municipality he could find was in Michigan. Their only regulation was how far the pile needed to be from the adjacent property lines and that they were prohibited from being in a drainage area.

Mr. Norenberg is confident with what is required in the IPMC. Until this came before him this summer, there had been very few complaints to the Code Department.

It is staff's recommendation that we continue to use the tools in the IPMC to keep that matter simple.

Chairperson Peel asked Mr. Norenberg to repeat the process for a resident who has an issue with a neighbor, for the record.

Mr. Norenberg stated that similar to any (or perceived) property maintenance violation, we need to start with public education. A good example is a situation where people have containers in their rear yard that collect water which creates a risk for mosquitos during the summer. The fact that the yard looks sloppy because of the items is not a violation. However, the capture of water is a violation and something Mosquito Control needs to address.

He noted that there are a number of issues reported by neighbors about potential issues that the City is unable to observe and

can only act on them from the street level or public right-of-way. As Councilman Burk knows, the City Manager explained there are certain limits to the Code Officials' abilities to pursue certain things. However, if a complaint is received, the City is happy to investigate it. If it is a violation, a Notice of Violation is issued depending on the provisions of the code which typically allows a certain amount of time to rectify that situation.

The City is willing to follow up on any complaint as well as educate the public in the case of the complainant as well as the property owner who may not realize that what they are doing is a violation.

Chairperson Peel wants to make sure we are not creating any new regulations and that we have an existing way to help someone with an issue and are following that process.

Mr. Norenberg stated that sections 3.02.1 and 3.08 of the IPMC address keeping property in a clean, safe and sanitary condition, and that the exterior property and premises, as well as the interior, shall be free from accumulation of rubbish, garbage, etc. Therefore, the City does not need a new regulation at this time though we will continue to enforce what is currently on the books.

Councilman Burk also noted that section 3.02.5 relates to rodent harborage in case the pile is attracting rats or something similar. IPMC also allows for remediation by the municipality. He agrees with the City Manager 100% that a specific ordinance is not needed for composting particularly because no other county or municipality has one in Delaware. He added that 2015 is the latest version of the IPMC and best addresses it.

Chairperson Peel concluded by stating that no motion is needed because no action needs to be taken.

Councilman Burk moved to adjourn the meeting, seconded by Councilman Starling. Motion carried.

Chairperson Peel adjourned the meeting at 8:17 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Transcriber

City of Milford



PROCLAMATION 2017-17

DYSAUTONOMIA AWARENESS MONTH

WHEREAS, Dysautonomia is a group of medical conditions that result in a malfunction of the autonomic nervous system, which is responsible for “automatic” bodily functions such as respiration, heart rate, blood pressure, digestion, temperature control and more; and

WHEREAS, Some forms of dysautonomia are considered rare diseases, such as Multiple System Atrophy and Pure Autonomic Failure, while other forms of dysautonomia are common, impacting millions of people in the US and around the world, such as Diabetic Autonomic Neuropathy, Neurocardiogenic Syncope and Postural Orthostatic Tachycardia Syndrome; and

WHEREAS, Dysautonomia impacts people of any age, gender, race or background, including many individuals living in the City of Milford; and

WHEREAS, Some forms of dysautonomia can be very disabling and this disability can result in social isolation, stress on the families of those impacted, and financial hardship; and

WHEREAS, Some forms of dysautonomia can result in death, causing tremendous pain and suffering for those impacted and their loved ones; and

WHEREAS, Increased awareness about dysautonomia will help patients get diagnosed and treated earlier, save lives, and foster support for individuals and families coping with dysautonomia in our community; and

WHEREAS, Dysautonomia International, a 501(c)(3) non-profit organization that advocates on behalf of patients living with dysautonomia, encourages communities to celebrate Dysautonomia Awareness Month each October around the world; and

WHEREAS, We seek to recognize the contributions of the professional medical community, patients and family members who are working to educate our citizenry about dysautonomia in the City of Milford.

NOW, THEREFORE, I, Bryan W. Shupe, Mayor of the City of Milford, do hereby proclaim the month of October as DYSAUTONOMIA AWARENESS MONTH.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Milford to be affixed this 9th day of October in the Year of Our Lord, Two Thousand Seventeen.

Mayor Bryan W. Shupe

Attest:

Acting City Clerk Christine Crouch

City of Milford



PROCLAMATION 2017-20 EXTRA MILE DAY

WHEREAS, the City of Milford is a community which acknowledges that a special vibrancy exists within the entire community when its individual citizens collectively “go the extra mile” in personal effort, volunteerism, and service; and

WHEREAS, Milford is a community which encourages its citizens to maximize their personal contribution to the community by giving of themselves wholeheartedly and with total effort, commitment, and conviction to their individual ambitions, family, friends, and community; and

WHEREAS, Milford is a community which chooses to shine a light on and celebrate individuals and organizations within its community who “go the extra mile” in order to make a difference and lift up fellow members of their community; and

WHEREAS, the City of Milford acknowledges the mission of Extra Mile America to create 575 Extra Mile cities in America and is proud to support “Extra Mile Day” on November 1, 2017.

NOW THEREFORE, I, Bryan W. Shupe, Mayor of the City of Milford do hereby proclaim November 1, 2017, to be Extra Mile Day and urge each individual in the community to take time on this day to not only “go the extra mile” in his or her own life, but to also acknowledge all those who are inspirational in their efforts and commitment to make their organizations, families, community, country, or world a better place.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Milford to be affixed this 9th day of October in the Year of Our Lord, Two Thousand Seventeen.

Mayor Bryan W. Shupe

Attest:

Acting City Clerk Christine Crouch



OFFICE OF THE CHIEF OF POLICE
KENNETH L. BROWN
kenneth.brown@cj.state.de.us



400 NE Front Street
Milford Delaware 19963
302.422.8081 Fax 302.424.2330

TO: Mayor and Members of City Council
FROM: Kenneth L. Brown, Chief of Police (KLB)
DATE: October 4, 2017
RE: Activity Report/September 2017

Monthly Stats:

A total of 647 arrests were made by the Milford Police Department during September 2017. Of these arrests, 170 were for criminal offenses and 477 for traffic violations. Criminal offenses consisted of 24 felonies and 146 misdemeanors. Traffic violations consisted of 201 Special Duty Radar, 4 Drunk-Driving charges, 272 other.

Police officers investigated 59 accidents during the month and issued 95 written reprimands. In addition, they responded to 1333 various complaints including city requests and other agency assistance.

Monthly Activities:

Chief Brown attended a meet and greet with the newly appointed FBI Director Christopher Wray in the Baltimore office on September 29, 2017

Training –

One officer attended an Advanced Collision Investigation course held at the Delaware State Police Academy.

One officer attended a four day East Coast Gang Investigators course held in Rehoboth Beach.

Two officers attended the TacOps East Tactical Conference held Alexandria, VA.

Two officers attended FBI-LEEDA/LifeLock Advanced training held in Dover.

Two officers completed Standardize Field Sobriety Test training at the Milford Police Department.

SRO –

Pfc. Stanton participated in two September 11th memorial events, one at the Dover Air Force Base and the second in Georgetown.

Sgt. Masten and Pfc. Stanton participated in a tabletop exercise with Milford Senior High School and Milford Central Academy. Each school in Delaware is required by law to conduct one tabletop exercise per year as part of the Omnibus School Safety Act. A tabletop is a mock scenario in which school officials use emergency plans to determine how to act in a particular situation.

Sgt. Masten participated in intruder and evacuation drills at Milford Senior High School and Milford Central Academy on 09.21.2017. Two intruder drills are mandated for each school per year as part of the Omnibus School Safety Act.

NASCAR XFINITY driver Ross Chastain brought his #4 Chevrolet Camaro to Lulu Ross Elementary School to speak to the students about the race car, along with safety related products. We have had a partnership with Ross and his team that was facilitated by the Delaware Office of Highway Safety.

Chief Brown, Sgt. Masten, Cpl. Bloodsworth, and Pfc. Stanton all worked the Riverwalk Freedom Festival with our mobile community policing trailer, giving out safety related information.

We've begun sales of our pink patches and hats as part of our "Going Pink" for October. Once again we're donating all profits to the Delaware Breast Cancer Coalition.

Cpl. Bloodsworth hosted a positive behavior event at Lulu Ross Elementary School with various safety related displays. Carlisle Fire Company and Delaware Natural Resources Police joined her for this event.

Cpl. Bloodsworth attended an area Girl Scout event, where she demonstrated lifting latent fingerprints and spoke to the girls about law enforcement related issues.

Cpl. Bloodsworth assisted with Intruder Drills at Lulu Ross and Mispillion Elementary School.

K9 Unit –

For the month of September 2017 the Milford Police Department K9 unit had the following stats:

- Utilized 17
- Drugs 0
- Crowds 0
- Assist Other Agencies 2
- Building Searches 0
- Deployed as Precaution 0
- Area Search 0
- Article Search 0
- Bite Apprehensions 0
- No Bite Apprehensions 2
- Tracks 0
- Demo 4
- Foot Patrols 3

- Drug Sniff 4
- Open Door 0
- Search Warrants 0

<u>Seized Items</u>	<u>Amount</u>	<u>Value</u>
• Marijuana	2 grams	
• Heroin	.15 grams	
• Cocaine	0 grams	
• Crack	0	
• Methamphetamine	0	
• Hashish	0	
• Pills	0	
• Currency	0	
• Gun	0	
• Vehicles	0	
• Other	0	

SEP 2017 ACTIVITY REPORT

	SEP 2017	TOTAL 2017	SEP 2016	TOTAL 2016
COMPLAINTS	1333	10968	1194	11246
CRIMINAL ARRESTS	170	1376	162	1542
Felonies	24	210	17	395
Misdemeanors	146	1161	145	1147
TRAFFIC ARRESTS	477	3652	390	3802
Special Duty Radar	201	1045	177	1129
D.W.I.	4	35	4	41
Other	272	2572	209	2663
REPRIMANDS	95	1004	104	1041
ACCIDENTS	59	495	57	506
Fatal	0	0	0	2
PARKING SUMMONS	30	137	5	61
CRIME PREV. CHECKS	67	250	34	286
FINES RECEIVED	\$ 8,563.27	\$ 78,026.95	\$ 8,716.04	\$ 70,538.72

City Manager's Report October 9, 2017

ADMINISTRATION

Parks & Recreation

- Staff was busy at the start of the month for the annual Riverwalk "Freedom Festival". A lot of preparation goes into the festival including; trimming shrubs along the Riverwalk and Bicentennial Park, assembling stages, building the temporary floating dock, helping to build a fence for the beer garden, organizing fireworks, organizing port-a-johns, closing streets, trash pick-up on the day of event, and getting paddle boats in and out of the river. Staff worked from 5am-10pm the day of the event. By all accounts the festival was a success and Parks & Recreation received a donation of \$3500 from the Milford Chamber of Commerce.



- The department responded to some requests for some improved safety at the dog park. There is a mulched area in the large section of the dog park which gives the dogs an area to dig, however we had reports that dogs were running into the sharp edges of the 6x6 posts. Staff responded by installing rubber matting on the edges to prevent the dogs from getting injured.

- The final grading at Goat Island was completed and newly planted grass was mowed by hand, temporary fencing was removed, and a number of dead trees were cut down and stumps ground.

- At the request of the Milford Community Cemetery Board, park staff removed approximately 150 fence posts and chain link fence from around the cemetery along N Church Street due to being damaged by vehicles.



- The new kayak dock behind Arena's was completed at the end of September and is a great addition to the Mispillion River. We are hopeful that residents and visitors will enjoy the new access point to the river for kayaking, canoeing and paddle boarding. The dock will also get used for launching of the paddleboats at festival times and can be used to fish from. A ribbon cutting is being planned for mid-October.



- Several old Parks & Recreation vehicles were prepared to be sold online. Staff removed City decals and two-way radios.

- A new bicycle rack was installed at the Finance Building at the request of an employee and as a result we are looking for more potential areas around town to install racks.

- The new fall brochure was delivered to local schools the first week of school.
- Fall tennis began mid-September with participants ranging from 5 years old - Adult.
- Fall soccer practices and games began with over 150 participants. Practices are held weeknights with games on Saturday and Sundays at the Tony Silicato Memorial Park. Soccer pictures were also held on site for players and teams.
- Staff coordinated with the Elks Lodge to host their annual “soccer shoot”, with one local player advancing to the regional shoot-out round this Saturday.
- Instructional field hockey program began in September with a new instructor with both a 9u-12u program, held on Sundays.
- Community signs were updated downtown during September, as was our digital message board.

FINANCE DEPARTMENT

Customer Service Division

Accounts Billed for the Month	
Residential	5928
Small General	738
Medium General Service	344
Contract Services	3
Large General Service	6
General Service Primary	13
City Accounts	49
Lights: Street/Security	180
Total	7261

Payments Processed	
Cash	\$190,403.73
Check	\$4,826,473.75
Money Orders	\$10,869.55
Direct Deposit Payments	\$759,906.71
Credit Card (Utilities)	\$135,040.98
Online Credit Card (Utilities)	\$324,536.92
Online Credit Card (Taxes)	\$22,037.23
Online E-Check (Utilities)	\$100,316.55
Online E-Check (Taxes)	\$9,862.39
City Accounts	\$43,766.74
Total	\$6,423,214.58

Payment Plan/Delinquent/New Accounts/Terminated Accounts	
Payment Plans Arranged	162
Sent to Collections	0
Delinquent Notices Mailed	1,806
Disconnect for Non-Payment	141
Accounts Not Re-Connected	14
Door Tags (requesting customer contact us)	40

Final Bills Mailed	67
New Services Set Up	152
Services Terminated	86
Total	2468

- Taxes were due on 9/30/17-We are still entering payments that have been coming in.

Information Technology Division

Issues Addressed	
Administration/Council	3
Customer Service	9
Finance	6
Parks & Recreation	2
Planning	4
Police	0
Public Works	12
Information Technology	4
Vendor/3 rd Party	18
Total	58

- Performed server upgrade and prepared for upcoming Cognos training.
- Does not include routine maintenance items such as changing back up tapes, performing morning system checks, etc.

PLANNING DEPARTMENT

Code Enforcement & Licensing Division

Case Activity	
New Cases	5
Closed Cases	0
Open at Start of Month	272
Open at End of Month	277

Case Violations	
Abandoned Vehicle	
Dangerous Tree	
Furniture	
Generic	
Property Maintenance	1
Rubbish/Garbage	
Weeds & Grass	4
Zoning Use	
Total	5

Inspections & Licensing	
Rental Inspections Performed	0
Rental Licenses Issued	12
Vendor Licenses Issued	0
Contractors Licenses Issued	14

Building Inspections & Permitting Division

Building Permits Issued	
Commercial Foundation	0
Commercial New Construction	12
Demolition	3
Residential New Construction	4
Residential Renovation/Accessory Structure	11
Roof/Siding	7
Sign	2
Solar Panels	1
Utility (Electric/Water)	2
Total	42

- Bayhealth Health Campus construction continues to be on schedule with a target opening date of January 2019.
- DR Horton has begun home construction in West Shores at New Milford. Milford Ponds continues to perform site work and testing/inspection of infrastructure in an effort to begin home building.

Planning & Zoning Division

- The Planning Commission met on September 19, 2017 and approved the final site plan for KP Realty Holdings, LLC for the new “Dunkin Donuts” location along Route 113.
- The Planning Commission discussed State PLUS comments and proposed text revisions during the September 19, 2017 Comprehensive Plan workshop. Public Comment was allowed during the public hearing portion of the September meeting. Staff will resubmit draft Plan to the Office of State Planning Coordination (OSPC) for approval prior to scheduling final adoption hearings.
- The Board of Adjustment met on September 14, 2017 and approved a parking reduction for an expansion to “A Better Chance for Our Children” social service office located along S. DuPont Blvd.
- Staff met with DNREC regarding the City’s water allocations and consumption in an effort to resolve outstanding permitting concerns.
- Staff met with DelDOT representatives and the consultants that will perform the conceptual design for bicycle, pedestrian and right-of-way improvements along NE & NW Front Street. Public outreach will occur this Fall with final conceptual plans completed by the end of the Spring 2018.

Economic Development Division

- The City of Milford has seen a committed investment of over \$3.8 million within the Downtown Development District (DDD) area since September 2016 (based on permit valuations from submitted applications). The State of Delaware has committed or awarded over \$575k in grant funds for both large and small commercial and residential projects in Milford. The City has waived over \$35k in permit and or utility impact fees associated with these projects in accordance with Chapter 19 Economic Development and Redevelopment and DDD program guidelines.

PUBLIC WORKS DEPARTMENT

Electric Division

Power Outages	12
---------------	----

Poles Replaces (due to age, rot or damage)	1
Closed Work Orders	6
Trouble Service Calls	26
After Hours Calls	31
New Electric Service Installed	6
Preventative Maintenance/Trees Trimmed	2
Miss Utility Locates	172

- Manuel Rodriguez-Cabellero began employment as a Ground Technician. Manuel brings over 10 years of experience as a high voltage tree trimmer working with Asplundh.
- Crew checked the City parks to ensure service and receptacles were in good operating condition for the vendors at the Riverwalk festival.
- Public Power Week banner at Customer Service office has been hung.

Engineering Division

- Well 13 passed bacteriological testing and is back in service.
- Bacteriological sampling throughout distribution system completed per State compliance requirements.
- Worked with Tri-State in televising sewer lines on NW and NE Front Streets in preparation for the DELDOT Tap project. Needed repairs will be identified and addressed prior to construction of the TAP project.
- Pressure-washing and structural repairs to Washington Street Water Tower.
- Installed on-line transducer for continuous monitoring of water level in Well 13.
- Inspected water valves and made repairs to a broken valve on Airport Road.
- Met with DNREC to coordinate updates to Water Allocation Permit.
- Coordinated replacement of exhaust fan in chlorine room of Tenth Street Water Plant.

Public Service Division

Bulk Pick Ups	40
Brush Collections	4
New Service Deliveries	
Trash	9
Recycle	13
Yard Waste	9
Change Container Size	4
Damaged/Replaced Container	120

- Howard Willis, LeRoy Lahman and Tyler Wyatt began employment and are currently in training.
- Assisted with Riverwalk Festival.
- Painted parking spots at Customer Service and City parking lot (formerly M&T lot).
- 288 aged and damaged trash/recycling containers have been replaced since August.
- Director Whitfield met with representatives of the Milford Community Parade to discuss logistics.

Monthly Diversion Report*

	Solid Waste	Curbside Recycling	Drop-Off Recycling	Yard Waste	Total	Diversion
Jan-17	262.81	51.05	34.26	16.34	364.46	27.9%
Feb-17	218.05	44.12	26.63	14.41	303.21	28.1%
Mar-17	251.73	54.83	32.34	26.01	364.91	31.0%
Apr-17	254.18	44.77	31.44	45.51	375.90	32.4%
May-17	282.76	51.99	33.11	54.45	422.31	33.0%
Jun-17	258.95	73.84	32.13	39.52	404.44	36.0%
Jul-17	269.83	60.63	32.01	50.06	412.53	34.6%
Aug-17	297.28	73.67	0	85.06	456.01	34.8%
TOTAL	2095.59	454.9	221.92	331.36	3103.77	32.5%

	Solid Waste	Curbside Recycling	Drop-Off Recycling	Yard Waste	Total	Diversion
2013	3903.34	617.9	213.77	473.85	5208.86	25.1%
2014	3206.04	645.88	243.90	472.08	4567.90	29.8%
2015	3077.95	642.20	259.49	446.27	4425.91	30.5%
2016	3104.05	651.45	415.39	462.27	4633.16	33.0%
2017 (YTD)	2095.59	454.9	221.92	331.36	3103.77	32.5%

Delaware Solid Waste Authority no longer provides totals.

**The amount of waste diverted from the landfill through recycling and yard waste program.*

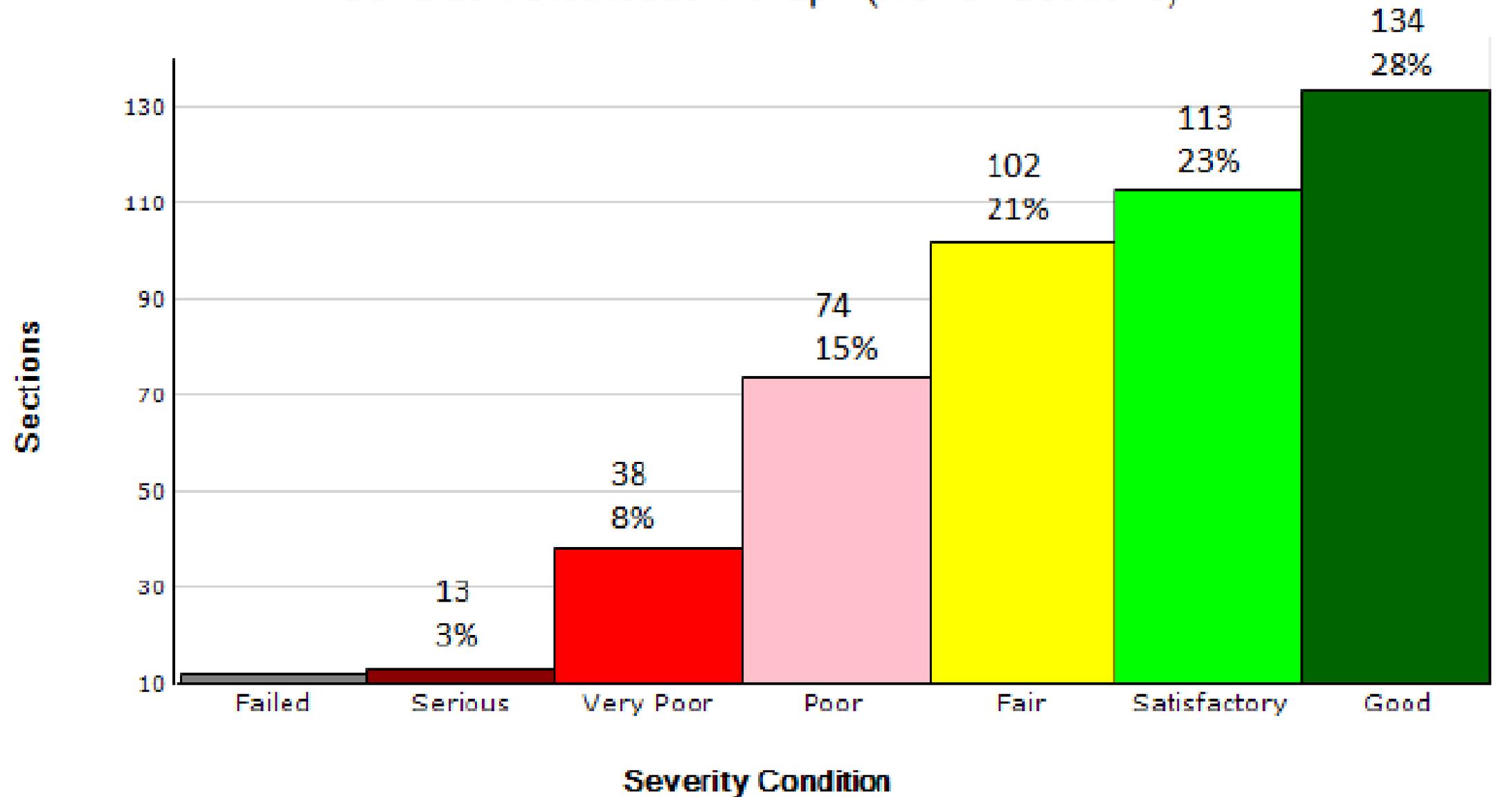


City of Milford
2017
Pavement Condition Report

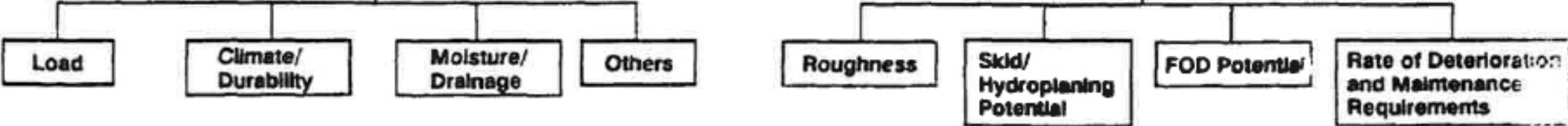
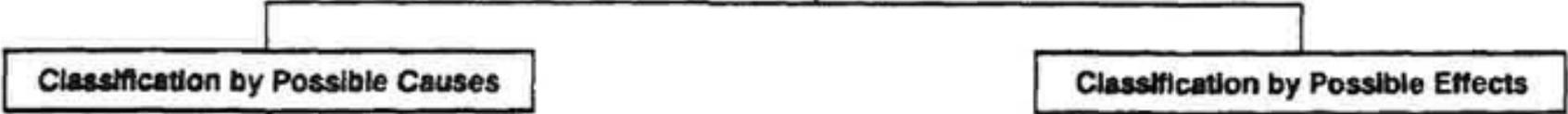
Pavement Condition Index Factors

- Alligator Cracking
- Bleeding
- Block Cracking
- Bumps & Sags
- Corrugation
- Depression
- Edge Cracking
- Joint Reflection
- Lane/Shoulder Drop-Off
- Longitudinal & Traverse Cracking
- Patching & Utility Cut Patching
- Polished Aggregate
- Potholes
- Railroad Crossing
- Rutting
- Shoving
- Slippage Cracking
- Swell
- Raveling
- Weathering

Condition Distribution Graph (No. Of Sections)



**Classification of Observable Distresses
in AC Surfaced Pavement**



Alligator Cracking	Bleeding	Alligator Cracking	Oil Spillage	Corrugation	Bleeding	Block Cracking	All Distresses
Corrugation	Block Cracking	Depression	Jet Blast Erosion	Depression	Depression	Joint Reflection Cracking	
Depression	Joint Reflection Cracking	Patching of Moisture Caused Distress	Polished Aggregate	Rutting	Polished Aggregate	Long./Trans. Cracking	
Patching of Load Caused Distress	Long./Trans. Cracking	Swelling		Shoving of Asphalt Pavement	Rutting	Slippage Cracking	
Polished Aggregate	Patching of Climate/Durability Caused Distress	Ravelling/Weathering		Swelling		Ravelling/Weathering	
Rutting	Shoving from PCC			Ravelling/Weathering		Jet Blast Erosion	
Slippage Cracking	Ravelling/Weathering					Oil Spillage	
	Swelling						

Pavement Condition Report

City of Milford

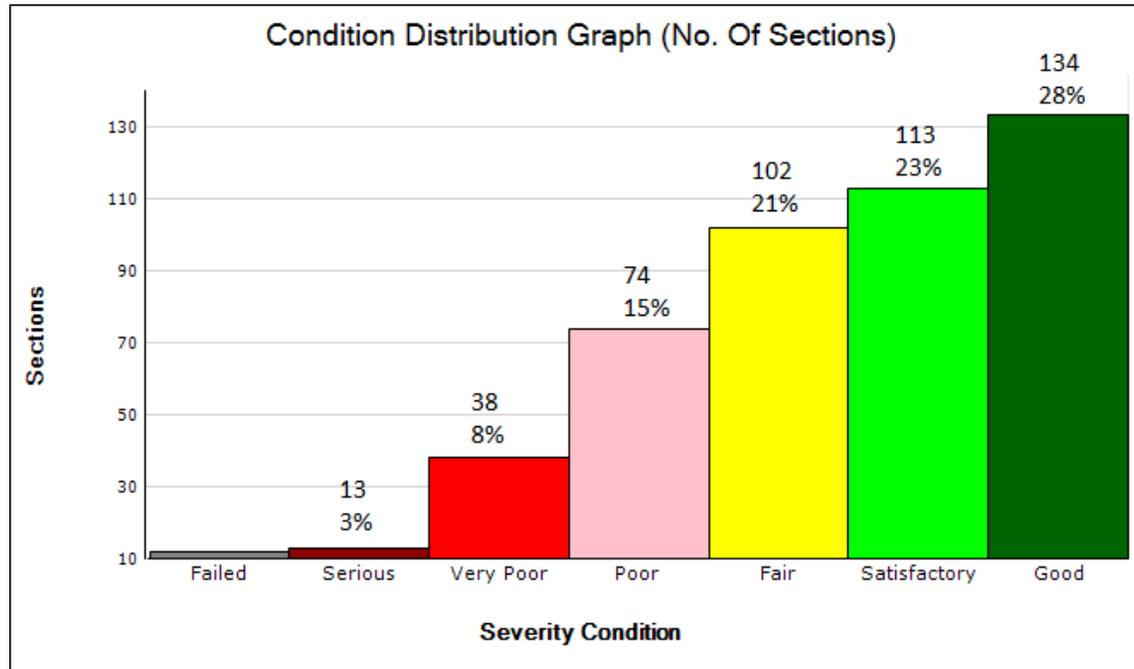
- 51% Good/Satisfactory Condition
- 21% Fair Condition
- 26% Poor, Very Poor, Serious Condition

Goal

- 80% Good/Satisfactory Condition
- 15% Fair Condition
- 5% Poor, Very Poor, Serious Condition

Next Steps

- Focus Maintenance on Streets in Fair Condition
- Address Streets in Poor, Very Poor Serious Condition in Capital Improvement Plan (5 year)
 - Evaluate condition of underground utilities
 - Evaluate curb and sidewalk
 - Identify funding for improvements



Pavement Condition Report
City of Milford Streets
Summer of 2017

Streets Listed by A-Z

***Alley **Unfinished Street**

S: Sidewalk	CG: Gutter Curbing
O: One side	CS: Straight Curbing
B: Both sides	CR: Rolled Curbing

Name	SectionID	Section Area (Sq ft)	From	To	Sidewalk/Curb	PCI	Severity
10th St.	1	25,953.60	DUPONT	Salevan	CS	45.00	Poor
10th St.	2	17,570.23	Salevan	WALNUT	-	72.00	Satisfactory
10th St.	3	9,982.45	Mason Farms Entrance	Start of turning lane	-	64.00	Fair
10th St.	4	12,474.58	Salevan	House #401	SO CGO	69.00	Fair
10th St.	5	18,089.79	WALNUT	Salevan Pl.	SB CG	58.00	Fair
10th St.	6	11,619.14	House #401	Manson Farms entrance	-	61.00	Fair
10th St.	7	37,825.85	687ft SW of MILFORD	MILFORD	-	85.00	Satisfactory
2nd St.	8	9,154.95	WALNUT	North	SB CSO	53.00	Poor
2nd St.	9	6,667.65	West	Truitt	SB CS	67.00	Fair
2nd St.	10	5,716.96	Church	West	CS	48.00	Poor
2nd St.	11	10,212.42	North	Church	SB CG	57.00	Fair
2nd St.	12	5,806.77	Pierce	4th	-	68.00	Fair
2nd St.	13	8,242.23	Pierce	East	SO CS	45.00	Poor
2nd St.	14	5,774.44	WALNUT	Washington	SO CS	40.00	Very Poor
2nd St.	15	7,338.61	Washington	East	SO CSO	82.00	Satisfactory
3rd St. N.	16	9,659.57	North	Church	SB CS	70.00	Fair
3rd St. N.	17	6,823.43	West	Church	SO CG	35.00	Very Poor
3rd St. N.	18	4,625.84	West	Truitt	SO CG	25.00	Very Poor
3rd St. S.E	19	4,650.90	Ballpark	Montgomery	SB CG	91.00	Good
3rd St. S.E	20	3,645.56	158ft E of Montgomery	Franklin	CR	91.00	Good
3rd St. S.E	21	10,536.88	Marshall	Fisher	SO CS	62.00	Fair
3rd St. S.E	22	14,389.91	Charles	Bridgeham	SO CG/CS	53.00	Poor
3rd St. S.E	23	8,668.90	Fisher	Charles	SB CG	56.00	Fair
3rd St. S.E	24	23,788.17	Bridgeham	Lovers	SB CG	54.00	Poor
3rd St. S.E	25	4,889.67	Washington	Ballpark	-	92.00	Good
3rd St. S.E	26	4,755.58	Montgomery	158ft E of Montgomery	-	77.00	Satisfactory
3rd St. S.E	27	7,730.86	Columbia	McColley	SO CSO	90.00	Good
3rd St. S.E	28	9,649.83	McColley	Marshall	-	69.00	Fair
4th St.	29	6,144.51	North	Church	SB CG	93.00	Good

4th St.	30	5,526.76	WALNUT	T-intersection	SB CG	22.00	Very Poor
4th St.	31	4,930.07	T-intersection	North	SB CG	16.00	Serious
4th St.	32	5,074.85	Church	West	SO CG	63.00	Fair
4th St.	33	11,549.58	396ft SE of 2nd	NE FRONT	-	47.00	Poor
4th St.	34	7,010.75	Washington	East	SB CG	37.00	Very Poor
4th St.	35	7,557.00	WALNUT	Washington	SB CG	45.00	Poor
4th St.	36	7,102.98	East	Pierce	SB CG	33.00	Very Poor
4th St.	37	10,657.06	Pierce	2nd	SB CG	40.00	Very Poor
4th St.	38	11,101.95	2nd	396ft SE of 2nd	SO CG	54.00	Poor
5th St.	39	3,550.12	A	West	SO CG	35.00	Very Poor
5th St.	40	2,787.17	Church	A	-	56.00	Fair
5th St.	41	5,537.65	West	Truitt	-	42.00	Poor
5th St.	42	15,558.81	Charles	Bridgeham	SB CG	48.00	Poor
5th St.	43	5,613.86	Washington	East	-	54.00	Poor
5th St.	44	8,400.79	WALNUT	Washington	SB CG	74.00	Satisfactory
5th St.	45	13,359.49	McColley	Marshall	SO CSO	67.00	Fair
5th St.	46	10,610.80	Marshall	Fisher	SO CG/CS	54.00	Poor
5th St.	47	9,505.66	Fisher	Charles	SO CG/CS	50.00	Poor
6th St.	48	7,000.16	Church	West	SB CS	41.00	Poor
6th St.	49	6,241.06	West	Truitt	SB CS	32.00	Very Poor
6th St.	50	4,424.98	WALNUT	Dorsey	SB CS	76.00	Satisfactory
6th St.	51	2,761.78	Washington	End	SB CS	90.00	Good
6th St.	52	3,027.09	Dorsey	Washington	SB CS	96.00	Good
7th St.	53	10,599.57	WALNUT	Washington	-	100.00	Good
**7th St.	54	1,094.16	Washington	End	-	100.00	Good
8th St.	55	7,044.06	WALNUT	Washington	-	56.00	Fair
8th St.	56	7,234.15	East	Change in width	SO CRO	60.00	Fair
8th St.	57	7,835.58	Washington	East	SO CR	51.00	Poor
8th St.	58	3,798.43	189ft W of REHOBOTH	REHOBOTH	-	29.00	Very Poor
9th St.	59	6,287.90	WALNUT	Washington	-	46.00	Poor
9th St.	60	5,697.17	Washington	East	-	68.00	Fair
*A Alley	61	4,202.55	9th	A(corner)	-	33.00	Very Poor
*A Alley	62	2,645.82	West	A(corner)	-	32.00	Very Poor
Airport Rd.	63	65,399.75	CANTEBURY	DUPONT	-	40.00	Very Poor

Alexa Ct.	64	6,825.97	Landing	Cul-de-sac	SO CR	59.00	Fair
Allen Way	65	7,495.60	Church	Tull	SB CR	84.00	Satisfactory
Archers Way	67	20,028.94	Bowman	Cul-de-sac	-	81.00	Satisfactory
*B Alley	68	5,073.55	Fisher	Fisher	-	63.00	Fair
Ballpark Ln.	69	3,671.50	283ft S of 4th	650ft S of 4th	-	53.00	Poor
Ballpark Ln.	70	3,989.30	3rd	4th	-	51.00	Poor
Ballpark Ln.	71	2,830.91	4th	283ft S of 4th	-	54.00	Poor
Ballpark Ln.	72	3,107.34	650ft S of 4th	Washington	-	53.00	Poor
Barker St.	74	2,939.48	Barker	Washington	-	25.00	Very Poor
Barker St.	75	2,922.60	WALNUT	Barker	-	36.00	Very Poor
Beaufort Ln.	76	18,475.63	June	Marlin	CR	100.00	Good
Beaufort Ln.	78	9,661.58	Green	June	CR	98.00	Good
Beaufort Ln.	79	9,817.95	June	Marlin	CR	98.00	Good
Beechwood Ave.	80	12,527.35	House #625	Maple	SB CR	72.00	Satisfactory
Beechwood Ave.	81	11,986.70	Charles	House #625	SB CR	80.00	Satisfactory
Beechwood Ct.	82	6,923.70	Maple	Cul-de-sac	SB CR	53.00	Poor
Berry Ln.	83	6,130.63	Lovers	House #907	-	87.00	Good
Berry Ln.	84	4,080.97	House #907	SECOND	-	83.00	Satisfactory
Big Pond Dr.	85	12,634.66	Meadow Lark	Windy	CR	94.00	Good
Big Pond Dr.	86	6,381.28	Windy	Thrush	CR	94.00	Good
Brady Dr.	87	15,931.89	NE FRONT	Corner	SB CS	72.00	Satisfactory
Brady Dr.	88	10,503.54	Corner	REHOBOTH	SO CS	87.00	Good
Brent-Jordan Way	89	11,472.75	Airport	Mullet Run	CR	48.00	Poor
Briar Ct.	90	6,599.00	Little Pond	Cul-de-sac	CR	92.00	Good
Bridgeham Ave.	91	20,435.76	4th	5th	SO CG	80.00	Satisfactory
Bridgeham Ave.	92	15,536.53	SE FRONT	SECOND	SB CG	49.00	Poor
Bridgeham Ave.	93	20,289.39	SECOND	3rd	SB CG	97.00	Good
Bridgeham Ave.	94	20,339.38	3rd	4th	SO CG/CS	44.00	Poor
Bright Way	95	11,138.46	Church	Aurora PI	SB CR	83.00	Satisfactory
Buccaneer Blvd.	96	21,292.26	DUPONT	WALNUT	SO CG	58.00	Fair
Bullrush Dr. E.	97	11,123.43	Longview	Meadow Lark	CR	90.00	Good
Bullrush Dr. E.	98	10,260.39	Meadow Lark	Cul-de-sac	CR	91.00	Good
Bullrush Dr. W.	99	17,417.43	Misty Vale	Longview	CR	85.00	Satisfactory
Bullrush Dr. W.	100	3,855.44	Misty Vale	Cul-de-sac	CR	87.00	Good

**C Alley	101	3,148.88	Church	End	-	100.00	Good
<i>Camberly Dr.</i>	<i>102</i>	<i>12,059.73</i>	<i>Drummond</i>	<i>Drummond</i>	<i>SB CR</i>	<i>100.00</i>	<i>Good</i>
<i>Camberly Dr.</i>	<i>103</i>	<i>3,464.24</i>	<i>CEDAR BEACH</i>	<i>Drummond</i>	<i>SO CR</i>	<i>100.00</i>	<i>Good</i>
<i>Carlisle Ln.</i>	<i>104</i>	<i>5,935.07</i>	<i>Columbia</i>	<i>McColley</i>	<i>-</i>	<i>80.00</i>	<i>Satisfactory</i>
<i>Carlisle Ln.</i>	<i>105</i>	<i>9,955.35</i>	<i>SE FRONT</i>	<i>Columbia</i>	<i>SB CS</i>	<i>63.00</i>	<i>Fair</i>
<i>Carlisle Ln.</i>	<i>106</i>	<i>4,188.42</i>	<i>McColley</i>	<i>SECOND</i>	<i>-</i>	<i>47.00</i>	<i>Poor</i>
<i>Cedar Wood Ct.</i>	<i>107</i>	<i>8,562.00</i>	<i>House #507</i>	<i>Lakelawn</i>	<i>-</i>	<i>63.00</i>	<i>Fair</i>
<i>Cedar Wood Ct.</i>	<i>108</i>	<i>4,635.00</i>	<i>Marvel</i>	<i>House #513</i>	<i>-</i>	<i>47.00</i>	<i>Poor</i>
<i>Cedar Wood Ct.</i>	<i>109</i>	<i>7,265.00</i>	<i>House #513</i>	<i>House #507</i>	<i>-</i>	<i>72.00</i>	<i>Satisfactory</i>
<i>Carlisle Ln.</i>	<i>110</i>	<i>4,703.06</i>	<i>SE FRONT</i>	<i>Cedar</i>	<i>-</i>	<i>29.00</i>	<i>Very Poor</i>
<i>Cedar Wood Ct.</i>	<i>111</i>	<i>12,984.88</i>	<i>House #612</i>	<i>Maple</i>	<i>SB CR</i>	<i>48.00</i>	<i>Poor</i>
<i>Cedar Wood Ct.</i>	<i>112</i>	<i>15,421.75</i>	<i>Marshall</i>	<i>Charles</i>	<i>SO CR</i>	<i>85.00</i>	<i>Satisfactory</i>
<i>Cedar Wood Ct.</i>	<i>113</i>	<i>12,333.30</i>	<i>Charles</i>	<i>House #612</i>	<i>SB CR</i>	<i>74.00</i>	<i>Satisfactory</i>
<i>Cedar Wood Ct.</i>	<i>114</i>	<i>7,701.42</i>	<i>Maple</i>	<i>Cul-de-sac</i>	<i>SB CR</i>	<i>33.00</i>	<i>Very Poor</i>
<i>Charles St.</i>	<i>115</i>	<i>8,274.27</i>	<i>Cedar Wood</i>	<i>376ft S of Cedar Wood</i>	<i>SB CR</i>	<i>85.00</i>	<i>Satisfactory</i>
<i>Charles St.</i>	<i>116</i>	<i>15,464.01</i>	<i>3rd</i>	<i>4th</i>	<i>SB CG</i>	<i>76.00</i>	<i>Satisfactory</i>
<i>Charles St.</i>	<i>117</i>	<i>15,869.19</i>	<i>SE FRONT</i>	<i>End</i>	<i>SB CG</i>	<i>84.00</i>	<i>Satisfactory</i>
<i>Charles St.</i>	<i>118</i>	<i>16,272.73</i>	<i>SE FRONT</i>	<i>SECOND</i>	<i>SB CG</i>	<i>86.00</i>	<i>Good</i>
<i>Charles St.</i>	<i>119</i>	<i>17,449.84</i>	<i>SECOND</i>	<i>3rd</i>	<i>SB CG</i>	<i>63.00</i>	<i>Fair</i>
<i>Charles St.</i>	<i>120</i>	<i>15,322.68</i>	<i>4th</i>	<i>5th</i>	<i>SB CG</i>	<i>85.00</i>	<i>Satisfactory</i>
<i>Cherry St.</i>	<i>121</i>	<i>12,400.94</i>	<i>SEABURY</i>	<i>New</i>	<i>SB CG</i>	<i>74.00</i>	<i>Satisfactory</i>
<i>Cherry St.</i>	<i>122</i>	<i>6,695.50</i>	<i>New</i>	<i>End</i>	<i>SB CG</i>	<i>81.00</i>	<i>Satisfactory</i>
<i>Church St.</i>	<i>123</i>	<i>15,350.55</i>	<i>NW FRONT</i>	<i>SW FRONT</i>	<i>SB CG</i>	<i>76.00</i>	<i>Satisfactory</i>
<i>Church St.</i>	<i>124</i>	<i>14,404.18</i>	<i>Lucia</i>	<i>Allen</i>	<i>SB CG</i>	<i>40.00</i>	<i>Very Poor</i>
<i>Church St.</i>	<i>125</i>	<i>6,392.48</i>	<i>Allen</i>	<i>Bright</i>	<i>SB CG</i>	<i>41.00</i>	<i>Poor</i>
<i>Church St.</i>	<i>126</i>	<i>14,989.36</i>	<i>Bright</i>	<i>576ft NE of Bright</i>	<i>SO CG</i>	<i>63.00</i>	<i>Fair</i>
<i>Church St.</i>	<i>127</i>	<i>17,006.45</i>	<i>House #786</i>	<i>House #654</i>	<i>SO CG</i>	<i>49.00</i>	<i>Poor</i>
<i>Church St.</i>	<i>128</i>	<i>9,808.81</i>	<i>House #654</i>	<i>WALNUT</i>	<i>SO CG</i>	<i>56.00</i>	<i>Fair</i>
<i>Church St.</i>	<i>129</i>	<i>11,793.46</i>	<i>North</i>	<i>Lucia Circle</i>	<i>SB CG</i>	<i>16.00</i>	<i>Serious</i>
<i>Church St.</i>	<i>130</i>	<i>10,490.60</i>	<i>Causey</i>	<i>D Alley</i>	<i>SB CG</i>	<i>65.00</i>	<i>Fair</i>
<i>Church St.</i>	<i>131</i>	<i>9,372.21</i>	<i>North</i>	<i>6th</i>	<i>SB CG</i>	<i>74.00</i>	<i>Satisfactory</i>
<i>Church St.</i>	<i>132</i>	<i>8,490.71</i>	<i>6th</i>	<i>5th</i>	<i>SB CG</i>	<i>88.00</i>	<i>Good</i>
<i>Church St.</i>	<i>133</i>	<i>3,852.91</i>	<i>5th</i>	<i>4th</i>	<i>SB CG</i>	<i>85.00</i>	<i>Satisfactory</i>
<i>Church St.</i>	<i>134</i>	<i>4,998.57</i>	<i>4th</i>	<i>3rd</i>	<i>SB CG/CS</i>	<i>82.00</i>	<i>Satisfactory</i>

Church St.	135	5,064.95	3rd	2nd	-	99.00	Good
Church St.	136	5,644.76	2nd	NW FRONT	SB CG	90.00	Good
Church St.	137	15,638.27	Front St. South West	Causey	SB CG	85.00	Satisfactory
Church St.	138	8,267.26	D Alley	Maple	SB CG	56.00	Fair
Clarke Ave.	139	23,382.45	Polk	Plum	SB CG	79.00	Satisfactory
Clarke Ave.	141	9,306.41	Lakeview	Williams	SB CG	79.00	Satisfactory
Clarke Ave.	142	20,152.93	Williams	Polk	SB CG	78.00	Satisfactory
Clarke Ave.	143	8,594.17	Plum	WALNUT	SB CG	79.00	Satisfactory
Clarke Ave.	144	15,035.34	Montgomery	McColley	SO CGO	83.00	Satisfactory
Clarke Ave.	145	6,591.73	WALNUT	J	SB CG	70.00	Fair
Clarke Ave.	146	9,933.08	J	End	SO CG	63.00	Fair
Clarke Ave.	147	9,243.97	Washington	Montgomery	SO CGO	86.00	Good
Claude St.	148	6,736.76	Lemuel	End	-	92.00	Good
Clearview Dr.	149	12,535.31	Kingston	N Sagamore	-	89.00	Good
Clearview Dr.	150	6,934.45	Summer Brook	N Sagamore	-	98.00	Good
Clearview Dr.	151.1	11,876.11	Little Birch	Summer Brook	-	92.00	Good
Clearview Dr.	151.2	11,876.11	Kingston	Homestead	-	98.00	Good
Columbia St.	152	8,108.43	Mispilion	SE FRONT	SB CS	97.00	Good
Columbia St.	153	11,126.16	SECOND	3rd	SB CS	61.00	Fair
Columbia St.	154	5,315.49	SE FRONT	Carlisle	SO CS/CG	92.00	Good
Columbia St.	155	11,020.33	4th	3rd	SB CS	79.00	Satisfactory
*Com Cob Alley	156	6,358.09	Maple	Mill	-	54.00	Poor
Costabella Ct.	157	6,375.55	Iroquois	Costabella	CR	90.00	Good
Credit Union Way	158	15,855.44	DUPONT	Masten	SO CG	100.00	Good
Crestview Dr.	159	11,121.18	House #507	Lakelawn	-	89.00	Good
Crestview Dr.	160	8,319.74	Reed	House #507	-	90.00	Good
Crestview Dr.	161	7,746.20	Lakelawn	Lakeview	-	82.00	Satisfactory
Crown Cir.	162	9,173.03	Marlin	Iroquois	CR	94.00	Good
Crown Cir.	163	9,247.37	Marlin	Iroquois	CR	97.00	Good
*D Alley	164	833.63	Church	End	-	21.00	Very Poor
Delaware Ave.	165	7,386.31	Montgomery	McColley	SO CGO	86.00	Good
Delaware Ave.	166	15,283.27	J	Dixie	SB CG	62.00	Fair
Delaware Ave.	167	6,866.83	Washington	Montgomery	SO CGO	85.00	Satisfactory
Delaware Ave.	168	6,403.90	WALNUT	J	SB CG	43.00	Poor

Delaware Veterans Blvd.	169.1	11,027.87	Airport	Liberty Way	SO CR	72.00	Satisfactory
Delaware Veterans Blvd.	169.2	28,452.75	Liberty Way	Patriots Way	SO CR	90.00	Good
Delaware Veterans Blvd.	169.3	6,304.94	Patriots Way	End	CR	92.00	Good
Delores Ct.	170	6,317.38	Iroquois	Cul-de-sac	CR	96.00	Good
Denney ROW	171	10,823.08	NE FRONT	Park	SB CG	58.00	Fair
*Dixie Alley	172	7,595.42	Nelson	Elizabeth	-	76.00	Satisfactory
*Dixie Alley	173	6,424.42	Delaware	Nelson	-	49.00	Poor
*Dixie Alley	174	6,830.34	Elizabeth	MCCOY	-	41.00	Poor
Donovan St.	175	15,185.00	DUPONT	End	-	80.00	Satisfactory
Dorsey Ln.	176	4,684.35	6th	Washington	-	39.00	Very Poor
Drew St.	177	13,285.78	North	Truitt	SB CR	75.00	Satisfactory
Drummond Dr.	178	25,232.68	Camberly	Camberly	SB CR	100.00	Good
Drummond Dr.	179	23,388.64	Camberly	Camberly	SO CR	100.00	Good
E St.	180	7,967.14	NE FRONT	End	CS	87.00	Good
East Ln.	181	6,554.00	North Shore Dr.	W City Lim.	-	56.00	Fair
East St.	182	9,785.71	4th	2nd	SB CS	70.00	Fair
East St.	183	12,744.06	4th	8th	-	70.00	Fair
East St.	184	10,150.54	5th	4th	SB CS	93.00	Good
East St.	185	15,027.13	2nd	NE FRONT	SB CS	57.00	Fair
Eleventh St.	186	29,499.25	Parking Lot Entrance	WalMart Road	-	45.00	Poor
Eleventh St.	187	17,815.11	DUPONT	Parking Lot	CGO	71.00	Satisfactory
Elizabeth St.	188	13,237.77	House #9	Dixie	-	86.00	Good
Elizabeth St.	189	13,180.48	WALNUT	House #9	-	88.00	Good
Elm St.	190	8,639.01	SEABURY	New	CG	81.00	Satisfactory
Elm St.	191	3,244.41	New	End	CS	58.00	Fair
Evans St.	192	21,408.09	REHOBOTH	NE FRONT	-	75.00	Satisfactory
Evergreen Cir.	193	14,621.59	Woodland	End	-	93.00	Good
Evergreen Ln.	194	20,149.00	OLD SHAWNEE	Sunset	-	57.00	Fair
Fairway Ct.	195	6,275.54	Iroquois	Cul-de-sac	CR	98.00	Good
Fairway Ct.	196	14,456.08	Geen	Green	CR	96.00	Good
Fairway Ct.	197	9,276.97	Iroquois	Green	CR	99.00	Good
Fisher Ave.	198.1	12,536.44	SE FRONT	Mispillion	SB CS	62.00	Fair
Fisher Ave.	198.2	11,257.49	Mispillion	W	SB CS	62.00	Fair

Fisher Ave.	199	7,305.33	W	End	CS	56.00	Fair
Fisher Ave.	200	12,580.57	SECOND	3rd	SO CSO	45.00	Poor
Fisher Ave.	201	19,864.71	3rd	4th	SB CG	85.00	Satisfactory
Fisher Ave.	202	20,388.31	4th	5th	SO CG	81.00	Satisfactory
Fisher Ave.	203	15,647.23	SE FRONT	SECOND	SB CS	95.00	Good
Foster St.	204	15,074.95	Jefferson	Kings	SO CS	84.00	Satisfactory
Foster St.	205	5,921.80	Kings	Parking Lot (Outside Corner)	CS	52.00	Poor
Foster St.	206	4,074.88	Parking Lot (Inside Corner)	Parking Lot (Outside Corner)	CS	58.00	Fair
Foster St.	207	4,829.02	Parking Lot (Inside Corner)	Sussex	SO CS	72.00	Satisfactory
Fourth St.	208	17,061.07	Charles	Bridgeham	SO CG/CS	87.00	Good
Fourth St.	209	3,450.05	Washington	Ballpark	CSO	62.00	Fair
Fourth St.	210	3,443.74	Ballpark	Montgomery	-	80.00	Satisfactory
Fourth St.	211	3,523.17	Washington	End	SO	55.00	Poor
Fourth St.	212	11,179.04	Columbia	End	SO CS	96.00	Good
Fourth St.	213	8,185.90	Columbia	McColley	CS	85.00	Satisfactory
Fourth St.	214	7,719.91	McColley	Marshall	-	79.00	Satisfactory
Fourth St.	215	11,052.76	Marshall	Fisher	SB CG	44.00	Poor
Fourth St.	216	10,239.88	Fisher	Charles	SB CG	80.00	Satisfactory
Franklin St.	217	8,868.73	SE FRONT	SECOND	SO CG	57.00	Fair
Franklin St.	218	7,185.66	Cedar	SE FRONT	SO CS	56.00	Fair
Franklin St.	219	5,182.61	SECOND	3rd	CG/CR	94.00	Good
Front St. Rec Area	220	1,676.24	NE FRONT	End	-	58.00	Fair
Front St. S.W.	221	20,447.47	Church	WALNUT	SB CS	51.00	Poor
*G St.	222	21,136.37	NE FRONT	End	-	63.00	Fair
Gagne Ln.	223	4,599.21	Before Curve	House #5	SO CG	92.00	Good
Gagne Ln.	224	3,649.44	LAKEVIEW	Before Curve	SO CG	90.00	Good
Gagne Ln.	225	4,438.40	House #5	SEABURY	SO CG	89.00	Good
General Torber Dr.	226	29,832.55	General Torber Intersection	Governer Burton (From West)	SB CR	66.00	Fair
General Torber Dr.	227	5,796.99	Governor Tharp	General Torber Intersection	SB CR	77.00	Satisfactory
General Torber Dr.	228	11,666.36	8th	Governer Watson	SB CR	70.00	Fair
General Torber Dr.	229	18,612.45	General Tober Intersection	Governor Burton (From East)	SB CR	71.00	Satisfactory
Gilcrist St.	230	7,784.51	McColley	Marshall	-	74.00	Satisfactory
Ginger Ln.	231	23,941.15	Landing	Landing	SO CR	90.00	Good
Governor Burton Ct.	232	6,845.40	General Torbert	Cul-de-sac	SB CR	77.00	Satisfactory

Governor Tharp Ct.	233	7,261.11	Genral Torbar	Cul-de-sac	SB CR	78.00	Satisfactory
Governor Watson Ct.	234	7,068.30	General Torbert	Cul-de-sac	SB CR	66.00	Fair
Green Ln.	235	16,460.04	June	Beaufort	CR	100.00	Good
Green Ln.	236	14,439.36	Fairway	Fairway	CR	100.00	Good
Green Ln.	237	6,056.97	Fairway	Royal	CR	100.00	Good
Green Ln.	238	14,546.11	Royal	Pond	CR	100.00	Good
Green Ln.	239	16,526.58	Pond	June	CR	94.00	Good
Green Ln.	240	7,584.78	Beaufort	Marlin	CR	94.00	Good
Green Ln.	241	8,546.66	Marlin	Beaufort	CR	97.00	Good
Grier Ln.	242	5,121.00	Lakelawn	Cul-de-sac	SO CR	40.00	Very Poor
Hall Pl.	243	19,854.37	LAKEVIEW	House #311	SB CS	72.00	Satisfactory
Hall Pl.	244	18,146.45	House #311	SEABURY	SB CS	83.00	Satisfactory
Hickman Door Way	245	10,843.69	Airport	Mattlind	CR	100.00	Good
Hickman Door Way	246	7,985.71	Mattlind	Mullet Run	CR	45.00	Poor
Homestead Blvd.	247	17,506.62	Homestead	Homestead	CS/CR	69.00	Fair
Homestead Blvd.	248	13,702.50	WILKINS	Start of turning lane	-	92.00	Good
Homestead Blvd.	249	7,298.06	Start of turning lane	Round-about	CS/CR	73.00	Satisfactory
Homestead Blvd.	250	14,478.89	House #17	Round-about	-	99.00	Good
Homestead Blvd.	251	14,028.03	Clearview	House #17	-	19.00	Serious
Industrial Park Entr.	252	33,802.72	DUPONT	Masten	CG	100.00	Good
Iroquois Ave.	253	6,032.21	Delores	Fairway	CR	90.00	Good
Iroquois Ave.	254	5,939.74	Crown	Royal	CR	99.00	Good
Iroquois Ave.	255	5,988.72	Royal	Costabella	CR	99.00	Good
Iroquois Ave.	256	5,962.11	Costabella	Delores	CR	89.00	Good
*J	257	5,110.36	Clarke	Delaware	-	61.00	Fair
James Dr.	258	14,327.89	Truitt	North	SB CR	87.00	Good
Jefferson Ave.	259	6,734.65	Lakeview	Williams	SO CS	77.00	Satisfactory
Jefferson Ave.	260	7,232.09	Williams	Foster	SO CS	69.00	Fair
Jefferson Ave.	261	8,940.62	Foster	Polk	-	83.00	Satisfactory
Jefferson Ave.	262	9,269.13	Polk	Plum	-	83.00	Satisfactory
Jefferson Ave.	263	3,172.65	Plum	WALNUT	-	84.00	Satisfactory
Jefferson Ave.	264	8,540.25	WALNUT	Washington	CS	75.00	Satisfactory
Joshua Dr.	265	13,182.85	Matthew	Matthew	-	89.00	Good
June Ln.	266	7,661.40	Beaufort	Green	CR	100.00	Good

<i>Kent Pl.</i>	<i>267</i>	<i>16,151.86</i>	<i>House #308</i>	<i>SEABURY</i>	<i>SO CS</i>	<i>55.00</i>	<i>Poor</i>
<i>Kent Pl.</i>	<i>268</i>	<i>17,433.52</i>	<i>LAKEVIEW</i>	<i>House #308</i>	-	<i>48.00</i>	<i>Poor</i>
<i>Kings Hwy.</i>	<i>269</i>	<i>7,520.83</i>	<i>Plum</i>	<i>WALNUT</i>	<i>SB CG</i>	<i>56.00</i>	<i>Fair</i>
<i>Kings Hwy.</i>	<i>270</i>	<i>8,049.79</i>	<i>LAKEVIEW</i>	<i>Williams</i>	<i>SB CG</i>	<i>57.00</i>	<i>Fair</i>
<i>Kings Hwy.</i>	<i>271</i>	<i>8,322.31</i>	<i>Williams</i>	<i>Foster</i>	<i>SB CG</i>	<i>39.00</i>	<i>Very Poor</i>
<i>Kings Hwy.</i>	<i>272</i>	<i>8,262.39</i>	<i>Foster</i>	<i>Polk</i>	<i>SB CG</i>	<i>46.00</i>	<i>Poor</i>
<i>Kings Hwy.</i>	<i>273</i>	<i>7,394.14</i>	<i>Polk</i>	<i>Plum</i>	<i>SB CG</i>	<i>35.00</i>	<i>Very Poor</i>
<i>Kings Hwy. Ext.</i>	<i>274</i>	<i>26,286.00</i>	<i>DUPONT</i>	<i>Kings</i>	<i>CG</i>	<i>71.00</i>	<i>Satisfactory</i>
<i>Kingston Ter.</i>	<i>275</i>	<i>18,422.97</i>	<i>Heather</i>	<i>House #18</i>	-	<i>87.00</i>	<i>Good</i>
<i>Kingston Ter.</i>	<i>276</i>	<i>8,185.95</i>	<i>Hickory Branch</i>	<i>House #18</i>	-	<i>79.00</i>	<i>Satisfactory</i>
<i>Knotts Ct.</i>	<i>277</i>	<i>4,822.74</i>	<i>Drummond</i>	<i>End</i>	<i>SB CR</i>	<i>100.00</i>	<i>Good</i>
*L St.	278	2,271.44	Richard	Lovers	-	27.00	Very Poor
<i>Lakelawn Dr.</i>	<i>279</i>	<i>12,483.18</i>	<i>Crestview</i>	<i>End</i>	-	<i>64.00</i>	<i>Fair</i>
<i>Lakelawn Dr.</i>	<i>280</i>	<i>19,376.00</i>	<i>Woodland</i>	<i>Marvel</i>	-	<i>67.00</i>	<i>Fair</i>
<i>Lakelawn Dr.</i>	<i>281</i>	<i>11,610.00</i>	<i>Marvel</i>	<i>Regent</i>	-	<i>87.00</i>	<i>Good</i>
<i>Lakelawn Dr.</i>	<i>282</i>	<i>5,523.00</i>	<i>Regent</i>	<i>Grier</i>	<i>SO CR</i>	<i>87.00</i>	<i>Good</i>
<i>Lakelawn Dr.</i>	<i>283</i>	<i>8,316.00</i>	<i>Grier</i>	<i>Caulk</i>	-	<i>88.00</i>	<i>Good</i>
<i>Lakelawn Dr.</i>	<i>284</i>	<i>6,993.00</i>	<i>Caulk</i>	<i>Reed</i>	-	<i>80.00</i>	<i>Satisfactory</i>
<i>Lakelawn Dr.</i>	<i>285</i>	<i>7,489.02</i>	<i>Reed</i>	<i>Crestview</i>	-	<i>89.00</i>	<i>Good</i>
<i>Landing Dr.</i>	<i>286</i>	<i>7,272.00</i>	<i>Archers</i>	<i>Landing</i>	<i>SO CR</i>	<i>92.00</i>	<i>Good</i>
<i>Landing Rd. N.</i>	<i>287</i>	<i>11,633.20</i>	<i>Landing</i>	<i>Cul-de-sac</i>	-	<i>84.00</i>	<i>Satisfactory</i>
<i>Landing Rd. N.</i>	<i>287</i>	<i>15,007.94</i>	<i>Landing</i>	<i>Cul-de-sac</i>	-	<i>84.00</i>	<i>Satisfactory</i>
<i>Landing Rd. N.</i>	<i>287</i>	<i>19,253.08</i>	<i>Landing</i>	<i>Cul-de-sac</i>	<i>SO CR</i>	<i>84.00</i>	<i>Satisfactory</i>
<i>Landing Rd. S.</i>	<i>288</i>	<i>29,246.00</i>	<i>Landing</i>	<i>Cul-de-sac</i>	-	<i>83.00</i>	<i>Satisfactory</i>
<i>Landing Rd. S.</i>	<i>288</i>	<i>29,246.43</i>	<i>Landing</i>	<i>Cul-de-sac</i>	<i>SO CR</i>	<i>83.00</i>	<i>Satisfactory</i>
<i>Lemuel St.</i>	<i>289</i>	<i>7,775.50</i>	<i>Richard</i>	<i>Claude</i>	<i>CG</i>	<i>100.00</i>	<i>Good</i>
<i>Lemuel St.</i>	<i>290</i>	<i>6,780.90</i>	<i>Lovers</i>	<i>Richard</i>	<i>CG</i>	<i>100.00</i>	<i>Good</i>
<i>Lenape Ln.</i>	<i>291</i>	<i>7,267.01</i>	<i>Meadow Lark</i>	<i>Cul-de-sac</i>	<i>CR</i>	<i>90.00</i>	<i>Good</i>
<i>Liberty Way E.</i>	<i>292</i>	<i>21,339.04</i>	<i>Delaware Veterans</i>	<i>Cul-de-sac</i>	<i>CR</i>	<i>97.00</i>	<i>Good</i>
<i>Liberty Way W.</i>	<i>293</i>	<i>37,665.42</i>	<i>Delaware Veterans</i>	<i>Cul-de-sac</i>	<i>SO CR</i>	<i>95.00</i>	<i>Good</i>
<i>Lighthouse Estates</i>	<i>294</i>	<i>17,633.26</i>	<i>Carpentors Pit</i>	<i>Straight</i>	-	<i>53.00</i>	<i>Poor</i>
<i>Lindsay Ln.</i>	<i>295</i>	<i>13,670.84</i>	<i>Matthew</i>	<i>Matthew</i>	-	<i>81.00</i>	<i>Satisfactory</i>
<i>Linstone Ln.</i>	<i>296</i>	<i>6,658.81</i>	<i>Linstone (change in width)</i>	<i>Valley</i>	<i>SO CS</i>	<i>18.00</i>	<i>Serious</i>
<i>Linstone Ln.</i>	<i>297</i>	<i>9,477.98</i>	<i>NW FRONT</i>	<i>Linstone (Change in Width)</i>	<i>CS</i>	<i>100.00</i>	<i>Good</i>

<i>Linstone Ln.</i>	<i>298</i>	<i>15,405.95</i>	<i>Valley</i>	<i>End (Parking Lot)</i>	<i>SO CS</i>	<i>33.00</i>	<i>Very Poor</i>
<i>Little Pond Dr.</i>	<i>299</i>	<i>20,124.88</i>	<i>Meadow Lark</i>	<i>Briar</i>	<i>CR</i>	<i>77.00</i>	<i>Satisfactory</i>
<i>Little Pond Dr.</i>	<i>300</i>	<i>4,910.41</i>	<i>Meadow Lark</i>	<i>Kirby</i>	<i>CR</i>	<i>98.00</i>	<i>Good</i>
<i>Longview Dr.</i>	<i>301</i>	<i>6,730.30</i>	<i>Thrush</i>	<i>Bullrush</i>	<i>-</i>	<i>89.00</i>	<i>Good</i>
<i>Longview Dr.</i>	<i>302</i>	<i>10,935.88</i>	<i>Bullrush</i>	<i>REHOBOTH BLVD.</i>	<i>CG</i>	<i>94.00</i>	<i>Good</i>
<i>Longview Dr.</i>	<i>303</i>	<i>6,730.30</i>	<i>Thrush</i>	<i>Bullrush</i>	<i>CR</i>	<i>85.00</i>	<i>Satisfactory</i>
<i>Lovers Ln.</i>	<i>304</i>	<i>16,498.61</i>	<i>SECOND</i>	<i>3rd</i>	<i>SO CS</i>	<i>44.00</i>	<i>Poor</i>
<i>Lovers Ln.</i>	<i>305</i>	<i>6,608.31</i>	<i>Berry</i>	<i>SECOND</i>	<i>-</i>	<i>51.00</i>	<i>Poor</i>
<i>Lovers Ln.</i>	<i>306</i>	<i>6,736.75</i>	<i>SE FRONT</i>	<i>Berry</i>	<i>-</i>	<i>52.00</i>	<i>Poor</i>
<i>Lovers Ln.</i>	<i>307</i>	<i>3,789.05</i>	<i>3rd</i>	<i>Lemuel</i>	<i>SO CG</i>	<i>50.00</i>	<i>Poor</i>
<i>Lovers Ln.</i>	<i>308</i>	<i>9,706.29</i>	<i>Lemuel</i>	<i>L</i>	<i>SO CG</i>	<i>40.00</i>	<i>Very Poor</i>
<i>Lucia Cir.</i>	<i>309</i>	<i>14,710.69</i>	<i>Church</i>	<i>Lucia Circle</i>	<i>SB CS</i>	<i>57.00</i>	<i>Fair</i>
<i>*M St.</i>	<i>310</i>	<i>2,554.66</i>	<i>Fisher</i>	<i>Charles</i>	<i>-</i>	<i>63.00</i>	<i>Fair</i>
<i>Maple Ave.</i>	<i>311</i>	<i>7,346.42</i>	<i>Building #103</i>	<i>Church</i>	<i>-</i>	<i>23.00</i>	<i>Very Poor</i>
<i>Maple Ave.</i>	<i>312</i>	<i>4,528.31</i>	<i>NW FRONT</i>	<i>Corn Cob</i>	<i>SB CS</i>	<i>89.00</i>	<i>Good</i>
<i>Maple Ave.</i>	<i>313</i>	<i>19,949.76</i>	<i>Corn Cob</i>	<i>Causey</i>	<i>SO CGO</i>	<i>33.00</i>	<i>Very Poor</i>
<i>Maple Ave.</i>	<i>314</i>	<i>11,634.69</i>	<i>Causey</i>	<i>US Post Office (Back Parking Lot)</i>	<i>SO</i>	<i>71.00</i>	<i>Satisfactory</i>
<i>Maple Ave.</i>	<i>315</i>	<i>8,070.33</i>	<i>U.S. Post Office (Back Parking Lot)</i>	<i>Building #103</i>	<i>SO CSO</i>	<i>23.00</i>	<i>Very Poor</i>
<i>Maple Ave.</i>	<i>316</i>	<i>12,427.89</i>	<i>Church</i>	<i>WALNUT</i>	<i>SB CG</i>	<i>36.00</i>	<i>Very Poor</i>
<i>Maple St.</i>	<i>317</i>	<i>9,205.14</i>	<i>Cedar Wood</i>	<i>Beech Wood</i>	<i>SB CR</i>	<i>49.00</i>	<i>Poor</i>
<i>Maple St.</i>	<i>318</i>	<i>6,548.14</i>	<i>Cedar Wood</i>	<i>Cul-de-sac</i>	<i>SB CR</i>	<i>32.00</i>	<i>Very Poor</i>
<i>Marlin Ct.</i>	<i>319</i>	<i>12,749.96</i>	<i>Green</i>	<i>Beaufort</i>	<i>CR</i>	<i>95.00</i>	<i>Good</i>
<i>Marshall St.</i>	<i>320</i>	<i>10,846.09</i>	<i>Mispillion</i>	<i>SE FRONT</i>	<i>CG</i>	<i>37.00</i>	<i>Very Poor</i>
<i>Marshall St.</i>	<i>321</i>	<i>13,288.92</i>	<i>Mispillion</i>	<i>105ft N of W.</i>	<i>-</i>	<i>27.00</i>	<i>Very Poor</i>
<i>Marvel Rd.</i>	<i>322</i>	<i>9,411.88</i>	<i>Reed</i>	<i>Marvel (corner)</i>	<i>-</i>	<i>62.00</i>	<i>Fair</i>
<i>Marvel Rd.</i>	<i>323</i>	<i>11,404.06</i>	<i>Marvel (corner)</i>	<i>DUPONT</i>	<i>-</i>	<i>71.00</i>	<i>Satisfactory</i>
<i>Marvel Rd.</i>	<i>324</i>	<i>7,280.00</i>	<i>Lakelawn</i>	<i>Caulk</i>	<i>-</i>	<i>100.00</i>	<i>Good</i>
<i>Marvel Rd.</i>	<i>325</i>	<i>4,320.00</i>	<i>Caulk</i>	<i>Woodland</i>	<i>-</i>	<i>75.00</i>	<i>Satisfactory</i>
<i>Marvel Rd.</i>	<i>326</i>	<i>3,705.00</i>	<i>Woodland</i>	<i>Reed</i>	<i>-</i>	<i>79.00</i>	<i>Satisfactory</i>
<i>Masten Cir.</i>	<i>327</i>	<i>22,746.03</i>	<i>Masten Intersection</i>	<i>844ft N of Industrial Park Entrance</i>	<i>-</i>	<i>50.00</i>	<i>Poor</i>
<i>Masten Cir.</i>	<i>328</i>	<i>18,874.95</i>	<i>NW FRONT</i>	<i>Third Parking Lot</i>	<i>CG</i>	<i>26.00</i>	<i>Very Poor</i>
<i>Masten Cir.</i>	<i>329</i>	<i>6,136.49</i>	<i>Third Parking Lot</i>	<i>Masten Intersection</i>	<i>-</i>	<i>22.00</i>	<i>Very Poor</i>
<i>Masten Cir.</i>	<i>330</i>	<i>17,950.51</i>	<i>844ft N of Industrial Park Entrance</i>	<i>Credit Union</i>	<i>-</i>	<i>67.00</i>	<i>Fair</i>

Masten Cir.	331	5,964.18	Credit Union	Building #100 E	-	88.00	Good
Masten Cir.	332	5,570.43	Masten Intersection	Fork Intersection	-	100.00	Good
Masten Cir.	333	17,207.88	Fork Intersection	Building #967 E	-	100.00	Good
Masten Cir.	334	14,930.58	Building #967 E	Building #973 E	-	42.00	Poor
Masten Cir.	335	16,667.91	Building #1001 E	Building #977 E	-	43.00	Poor
Masten Cir.	336	7,723.12	Building #973 E	Building #977 E	-	26.00	Very Poor
Matthew Cir.	337	7,989.17	Joshua S.	Lindsay S.	-	66.00	Fair
Matthew Cir.	338	10,479.53	Joshua N.	Lindsay N.	-	84.00	Satisfactory
Matthew Cir.	339	12,335.26	Joshua S.	House #311	-	68.00	Fair
Matthew Cir.	340	9,618.59	Lindsay	House #508	-	68.00	Fair
Matthew Cir.	341	8,446.26	House #508	Shelby	-	85.00	Satisfactory
Matthew Cir.	342	7,426.32	Shelby	Lindsay	-	90.00	Good
Matthew Cir.	343	13,068.64	House #311	Joshua N.	-	73.00	Satisfactory
Mattlind Way	344	10,980.72	Hickman Door	End	CR	62.00	Fair
McColley St.	345	42,707.21	656ft S of MCCOY	MCCOY	-	61.00	Fair
McColley St.	346	8,362.08	SE FRONT	Carlisle	SO CG	74.00	Satisfactory
McColley St.	347	11,381.25	Mispillion	SE FRONT	SB CG	42.00	Poor
McColley St.	348	4,044.33	Carlisle	SECOND	-	60.00	Fair
McColley St.	349	27,207.48	SECOND	3rd	SB CS	57.00	Fair
McColley St.	350	27,787.79	3rd	4th	-	83.00	Satisfactory
McColley St.	351	27,710.86	4th	5th	SO CG	56.00	Fair
McColley St.	352	32,805.23	Delaware	656ft S of Delaware	CR	70.00	Fair
McColley St.	353	29,289.13	5th	Clarke	-	75.00	Satisfactory
McColley St.	354	10,521.85	Clarke	Gilcrist	SB CG	71.00	Satisfactory
McColley St.	355	9,689.97	Giltcrist	Delaware	SB CG	50.00	Poor
Meadow Lark Dr.	356	20,078.00	Big Pond	Little Pond	CR	82.00	Satisfactory
Meadow Lark Dr.	357	7,309.39	Bellurush	Thrush	CR	90.00	Good
Meadow Lark Dr.	358	8,680.00	Thrush	Windy	CR	83.00	Satisfactory
Meadow Lark Dr.	359	7,334.17	Windy	Lenage	CR	95.00	Good
Meadow Lark Dr.	360	9,934.66	Lenape	Little Pond	CR	85.00	Satisfactory
Meadow Lark Dr.	361	5,353.56	Little Pond	Big Pond	CR	74.00	Satisfactory
Milford Crossing Ave.	362	8,208.97	150ft S of Airport	465ft S of Airport	-	65.00	Fair
Milford Crossing Ave.	363	3,902.28	Airport	150ft S of Airport	-	56.00	Fair
Milford Crossing Ave.	364	10,698.38	465ft S of Airport	End	-	46.00	Poor

<i>Mill St.</i>	<i>365</i>	<i>3,059.78</i>	<i>Corn Cob</i>	<i>End</i>	<i>-</i>	<i>17.00</i>	<i>Serious</i>
<i>Mill St.</i>	<i>366</i>	<i>3,407.30</i>	<i>NW Front St</i>	<i>Corn Cob</i>	<i>SB CS</i>	<i>100.00</i>	<i>Good</i>
<i>Mispollion St.</i>	<i>367</i>	<i>6,195.22</i>	<i>Marshall</i>	<i>Fisher</i>	<i>SO CG</i>	<i>64.00</i>	<i>Fair</i>
<i>Mispollion St.</i>	<i>368</i>	<i>4,917.85</i>	<i>Columbia</i>	<i>McColley</i>	<i>-</i>	<i>40.00</i>	<i>Very Poor</i>
<i>Mispollion St.</i>	<i>369</i>	<i>6,991.04</i>	<i>McColley</i>	<i>Marshall</i>	<i>-</i>	<i>40.00</i>	<i>Very Poor</i>
<i>Misty Vale Ct.</i>	<i>370</i>	<i>6,675.29</i>	<i>Bullrush</i>	<i>Thrush</i>	<i>CR</i>	<i>97.00</i>	<i>Good</i>
<i>Misty Vale Ct.</i>	<i>371</i>	<i>4,381.31</i>	<i>Thrush</i>	<i>Cul-de-sac</i>	<i>CR</i>	<i>88.00</i>	<i>Good</i>
<i>Montgomery St.</i>	<i>372</i>	<i>9,748.46</i>	<i>3rd</i>	<i>4th</i>	<i>SO CG</i>	<i>76.00</i>	<i>Satisfactory</i>
<i>Montgomery St.</i>	<i>373</i>	<i>18,651.44</i>	<i>Clark</i>	<i>Delaware</i>	<i>SB CG</i>	<i>61.00</i>	<i>Fair</i>
<i>Montgomery St.</i>	<i>374</i>	<i>4,531.45</i>	<i>Montgomery</i>	<i>Frankliln</i>	<i>SB CG</i>	<i>55.00</i>	<i>Poor</i>
<i>Montgomery St.</i>	<i>375</i>	<i>8,232.82</i>	<i>SE FRONT</i>	<i>SECOND</i>	<i>SB CG</i>	<i>92.00</i>	<i>Good</i>
<i>Montgomery St.</i>	<i>376</i>	<i>6,931.74</i>	<i>SECOND</i>	<i>3rd</i>	<i>SO CG</i>	<i>61.00</i>	<i>Fair</i>
<i>Mullet Run St.</i>	<i>377</i>	<i>26,754.45</i>	<i>Neurology</i>	<i>Brent-Jorday</i>	<i>CR</i>	<i>76.00</i>	<i>Satisfactory</i>
<i>Mullet Run St.</i>	<i>378</i>	<i>27,980.06</i>	<i>Vickers</i>	<i>Hickman Door</i>	<i>CR</i>	<i>45.00</i>	<i>Poor</i>
<i>Mullet Run St.</i>	<i>379</i>	<i>20,869.22</i>	<i>Brent-Jorday</i>	<i>Vickers</i>	<i>CR</i>	<i>78.00</i>	<i>Satisfactory</i>
<i>Nailor St.</i>	<i>380</i>	<i>8,118.54</i>	<i>REHOBOTH</i>	<i>Cul-de-sac</i>	<i>-</i>	<i>61.00</i>	<i>Fair</i>
<i>Nelson St.</i>	<i>381</i>	<i>10,278.52</i>	<i>WALNUT</i>	<i>House #14</i>	<i>CR</i>	<i>83.00</i>	<i>Satisfactory</i>
<i>Nelson St.</i>	<i>382</i>	<i>9,915.13</i>	<i>House #13</i>	<i>Dixie</i>	<i>CR</i>	<i>86.00</i>	<i>Good</i>
<i>Neurology Way</i>	<i>383</i>	<i>8,036.42</i>	<i>Mullet Run</i>	<i>Cul-de-sac</i>	<i>CR</i>	<i>72.00</i>	<i>Satisfactory</i>
<i>New St.</i>	<i>384</i>	<i>19,335.16</i>	<i>Pine</i>	<i>Elm</i>	<i>CG</i>	<i>73.00</i>	<i>Satisfactory</i>
<i>New St.</i>	<i>385</i>	<i>9,493.58</i>	<i>WALNUT</i>	<i>Oak</i>	<i>-</i>	<i>86.00</i>	<i>Good</i>
<i>New St.</i>	<i>386</i>	<i>16,203.96</i>	<i>Oak</i>	<i>Pine</i>	<i>-</i>	<i>90.00</i>	<i>Good</i>
<i>New St.</i>	<i>387</i>	<i>22,063.46</i>	<i>Elm</i>	<i>Cherry</i>	<i>SB CG</i>	<i>74.00</i>	<i>Satisfactory</i>
<i>North St.</i>	<i>388</i>	<i>7,821.76</i>	<i>2nd</i>	<i>NW FRONT</i>	<i>SB CG</i>	<i>41.00</i>	<i>Poor</i>
<i>North St.</i>	<i>389</i>	<i>9,354.15</i>	<i>DUPONT</i>	<i>Parking Lot Entrance</i>	<i>-</i>	<i>51.00</i>	<i>Poor</i>
<i>North St.</i>	<i>390</i>	<i>16,772.87</i>	<i>Parking Lot Entrance</i>	<i>Drew</i>	<i>SB CG</i>	<i>49.00</i>	<i>Poor</i>
<i>North St.</i>	<i>391</i>	<i>10,853.53</i>	<i>Drew</i>	<i>James</i>	<i>SB CG</i>	<i>59.00</i>	<i>Fair</i>
<i>North St.</i>	<i>392</i>	<i>14,527.08</i>	<i>James</i>	<i>Church</i>	<i>SB CG</i>	<i>41.00</i>	<i>Poor</i>
<i>North St.</i>	<i>393</i>	<i>10,071.73</i>	<i>Church</i>	<i>House #452</i>	<i>SB CG</i>	<i>42.00</i>	<i>Poor</i>
<i>North St.</i>	<i>394</i>	<i>5,583.67</i>	<i>4th</i>	<i>3rd</i>	<i>SB CG</i>	<i>35.00</i>	<i>Very Poor</i>
<i>North St.</i>	<i>395</i>	<i>16,233.69</i>	<i>House #452</i>	<i>4th</i>	<i>SB CG</i>	<i>35.00</i>	<i>Very Poor</i>
<i>North St.</i>	<i>396</i>	<i>6,229.24</i>	<i>3rd</i>	<i>2nd</i>	<i>SB CG</i>	<i>42.00</i>	<i>Poor</i>
<i>Oak St.</i>	<i>397</i>	<i>8,043.69</i>	<i>SEABURY</i>	<i>New</i>	<i>-</i>	<i>60.00</i>	<i>Fair</i>
<i>Orchard Ln.</i>	<i>398</i>	<i>6,431.28</i>	<i>ELKS LODGE</i>	<i>Crown</i>	<i>CR</i>	<i>73.00</i>	<i>Satisfactory</i>

Park Ave.	399	7,768.23	WALNUT	Washington	-	45.00	Poor
Park Ave.	400	6,823.68	Washington	Denny ROW	SB CG	44.00	Poor
Patriots Way	401	30,014.79	Delaware Veterans	End	SO CR	96.00	Good
*Pearl Alley	402	7,277.34	SE FRONT	SECOND	-	81.00	Satisfactory
*Pearl Alley	403	6,498.74	SE FRONT	SECOND	-	97.00	Good
Pennsylvania Ave.	404	15,678.51	WALNUT	End	SB CR	93.00	Good
Pierce St.	405	13,851.09	East	4th	-	64.00	Fair
Pierce St.	406	7,871.87	4th	2nd	-	84.00	Satisfactory
Pine St.	407	14,508.50	SEABURY	New	SB CS	57.00	Fair
Plum St.	408	25,874.53	Kings	Clarke	-	26.00	Very Poor
Plum St.	409	4,670.21	Jefferson	Kings	-	21.00	Very Poor
Polk Ave.	410	10,816.37	Sussex	Clarke	SO CG	56.00	Fair
Polk Ave.	411	7,215.56	Jefferson	Kings	-	27.00	Very Poor
Polk Ave.	412	9,222.54	Kings	Sussex	SO CG	65.00	Fair
Pond Dr.	413	5,384.13	Crown	Green	CR	93.00	Good
Reed Rd.	414	13,169.35	Crestview	Lakelawn	-	88.00	Good
Reed Rd.	415	7,262.48	Marvel	Crestview	-	57.00	Fair
Regent Rd.	416	11,380.00	Lakelawn	Kings	-	78.00	Satisfactory
Richard St.	417	8,127.53	Lemuel	End	CGO	51.00	Poor
Rogers Dr.	418	22,342.16	DUPONT	End	-	71.00	Satisfactory
Roosa Rd.	419	5,481.06	Hosue #919	House #917	SB CG	51.00	Poor
Roosa Rd.	420	4,038.44	House #903	DUPONT	SO CG	80.00	Satisfactory
Roosa Rd.	421	5,416.20	Airport	House #919	SB CG	38.00	Very Poor
Roosa Rd.	422	7,734.47	House #913	House #903	SO CG	29.00	Very Poor
Royal Ct.	423	6,125.04	Iroquois	Cul-de-sac	CR	95.00	Good
Royal Dr.	424	15,422.04	Green	Iroquois	CR	95.00	Good
Salevan Pl.	425	7,994.83	REHOBOTH	10th	-	61.00	Fair
Salevan Pl.	425	14,686.77	REHOBOTH	10th	-	61.00	Fair
Salevan Rd.	426	13,053.09	DUPONT	Salevan (Corner)	-	100.00	Good
Salevan Rd.	427	10,030.36	Salevan (Corner)	10th	-	100.00	Good
School Pl.	428	22,230.76	House #121	House #111	SB CS	56.00	Fair
School Pl.	429	21,394.30	Lakeview	House #121	SO CS/CR	68.00	Fair
School Pl.	430	21,421.18	House #111	SEABURY	SB CG	51.00	Poor
Shelby Way	431	4,751.45	CEDAR CREEK	Matthew	-	86.00	Good

Starland Way	432	31,373.66	Landing	Landing	SO CR	92.00	Good
Sunset Ln.	433	16,460.00	Evergreen	Cul-de-sac	CG	86.00	Good
Sunset Ln.	434	6,444.02	Evergreen	House #17	-	72.00	Satisfactory
Sussex Ave.	435	6,676.52	Lakeview	Williams	SB CS	89.00	Good
Sussex Ave.	436	10,952.23	Polk	Cul-de-sac	SB CG	63.00	Fair
Sussex Ave.	437	5,012.57	Williams	Foster	CS	74.00	Satisfactory
Thrush Dr. E.	438	10,510.75	Longview	Meadow Lark	CR	91.00	Good
Thrush Dr. W.	439	10,844.61	Big Pond	Longview	CR	96.00	Good
Thrush Dr. W.	440	6,728.04	Longview	Misty Vale	CR	92.00	Good
Truitt Ave.	441	8,613.22	2nd	NW FRONT	SB CS	99.00	Good
Truitt Ave.	442	13,164.26	Drew	End	SB CR	91.00	Good
Truitt Ave.	443	7,374.78	Drew	James	SB CR	93.00	Good
Truitt Ave.	444	13,674.30	6th	5th	SB CS	100.00	Good
Truitt Ave.	445	7,340.63	3rd	2nd	SB CS	100.00	Good
Truitt Ave.	446	13,448.82	5th	3rd	SB CS	100.00	Good
Tull Way	447	4,359.85	Allen	Bright	SB CR	81.00	Satisfactory
Valley Dr.	448	9,292.19	Linstone	End (Parking Lot)	CG	70.00	Fair
Vickers Dr.	449	28,636.67	Mullet Run	Neurology	CR	73.00	Satisfactory
Vickers Dr.	449	33,079.98	Mullet Run	Neurology	CR	73.00	Satisfactory
W St.	450	8,649.60	Marshall	Fisher	-	100.00	Good
Washington St. N.	451	8,751.07	NE FRONT	Park	SB CS	64.00	Fair
Washington St. N.	452	6,873.42	9th	REHOBOTH	SB CR	100.00	Good
Washington St. N.	453	11,495.32	8th	Alley	SB CR	100.00	Good
Washington St. N.	454	7,477.05	Alley	9th	SB CR	100.00	Good
Washington St. N.	455.1	10,214.40	Dorsey	6th	SB CG	66.00	Fair
Washington St. N.	455.2	24,091.20	6th	7th	SB CR	95.00	Good
Washington St. N.	455.3	12,862.16	7th	8th	SB CR	100.00	Good
Washington St. N.	456	6,769.65	Dorsey	5th	SB CG	53.00	Poor
Washington St. N.	457	11,984.50	5th	4th	SB CG	64.00	Fair
Washington St. N.	458	14,893.43	4th	2nd	SB CS	66.00	Fair
Washington St. N.	459	8,895.51	Park	Cedar	-	79.00	Satisfactory
Washington St. N.	460	9,872.49	2nd	NE FRONT	SB CG	45.00	Poor
Washington St. S.	461	14,805.84	Ballpark	Delaware	-	76.00	Satisfactory
Washington St. S.	461	33,377.68	Ballpark	Delaware	SO CG	76.00	Satisfactory

Washington St. S.	462	4,991.64	Cedar	WALNUT	SB CG	63.00	Fair
Washington St. S.	463	9,573.55	SE FRONT	SECOND	SB CS	96.00	Good
Washington St. S.	464	8,208.63	SECOND	3rd	SB CS	56.00	Fair
Washington St. S.	465	1,303.91	3rd	Barker	-	47.00	Poor
Washington St. S.	466	7,092.71	Barker St.	Barker St.	SB CS	60.00	Fair
Washington St. S.	467	2,983.56	Barker St.	4th	SB CS	58.00	Fair
Washington St. S.	468	10,476.43	House #912	Jefferson	SB CS	61.00	Fair
Washington St. S.	469	10,435.78	4th	House #912	SB CS	72.00	Satisfactory
Washington St. S.	470	1,710.13	Jefferson	Ballpark	-	61.00	Fair
Washington St. S.	471	15,873.12	Delaware	634ft S of Delaware	SO CG	70.00	Fair
Washington St. S.	472	15,171.33	634ft S of Delaware	MCCOY	SO CG	76.00	Satisfactory
West St.	473	7,205.90	2nd	NW FRONT	SB CG	83.00	Satisfactory
West St.	474	5,107.30	6th	A	SB CS	42.00	Poor
West St.	475	6,372.63	A	5th	SB CS	51.00	Poor
West St.	476	5,079.13	5th	4th	SB CG/CS	60.00	Fair
West St.	477	7,812.23	4th	3rd	SB CG/CS	75.00	Satisfactory
West St.	478	7,753.58	3rd	2nd	-	80.00	Satisfactory
Wilbur St.	479	17,989.13	WALNUT	New	SO CSO	36.00	Very Poor
Wilkerson Ter.	480	18,543.31	NE FRONT	End	-	100.00	Good
Williams St.	481	11,520.84	Sussex	Clarke	SO CG	58.00	Fair
Williams St.	482	12,714.14	Jefferson	Kings	-	91.00	Good
Williams St.	483	10,074.35	Kings	Sussex	SO CGO	80.00	Satisfactory
Windy Dr.	484	11,402.18	Big Pond	Longview	CR	98.00	Good
Windy Dr.	485	5,568.80	Longview	Meadow Lard	CR	97.00	Good
Woodland Dr.	486	11,126.68	Kings	Lakelawn	-	63.00	Fair
Woodland Dr.	487	7,766.47	Lakelawn	Evergreen	-	66.00	Fair
Woodland Dr.	488	11,550.25	Evergreen	Marvel	-	69.00	Fair
Misphillion St.	489	5,098.01	Fisher	Charles	-	88.00	Good

Streets listed by PCI

Name	SectionID	Section Area (Sq ft)	From	To	Sidewalk/Curb	PCI	Severity
4th St.	31	4,930.07	T-intersection	North	SB CG	16.00	Serious
Church St.	129	11,793.46	North	Lucia Circle	SB CG	16.00	Serious
Mill St.	365	3,059.78	Corn Cob	End	-	17.00	Serious
Linstone Ln.	296	6,658.81	Linstone (change in width)	Valley	SO CS	18.00	Serious
Homestead Blvd.	251	14,028.03	Clearview	House #17	-	19.00	Serious
*D Alley	164	833.63	Church	End	-	21.00	Very Poor
Plum St.	409	4,670.21	Jefferson	Kings	-	21.00	Very Poor
4th St.	30	5,526.76	WALNUT	T-intersection	SB CG	22.00	Very Poor
Masten Cir.	329	6,136.49	Third Parking Lot	Masten Intersection	-	22.00	Very Poor
Maple Ave.	311	7,346.42	Building #103	Church	-	23.00	Very Poor
Maple Ave.	315	8,070.33	U.S. Post Office (Back Parking Lot)	Building #103	SO CSO	23.00	Very Poor
3rd St. N.	18	4,625.84	West	Truitt	SO CG	25.00	Very Poor
Barker St.	74	2,939.48	Barker	Washington	-	25.00	Very Poor
Masten Cir.	328	18,874.95	NW FRONT	Third Parking Lot	CG	26.00	Very Poor
Masten Cir.	336	7,723.12	Building #973 E	Building #977 E	-	26.00	Very Poor
Plum St.	408	25,874.53	Kings	Clarke	-	26.00	Very Poor
*L St.	278	2,271.44	Richard	Lovers	-	27.00	Very Poor
Marshall St.	321	13,288.92	Mispillion	105ft N of W.	-	27.00	Very Poor
Polk Ave.	411	7,215.56	Jefferson	Kings	-	27.00	Very Poor
8th St.	58	3,798.43	189ft W of REHOBOTH	REHOBOTH	-	29.00	Very Poor
Carlisle Ln.	110	4,703.06	SE FRONT	Cedar	-	29.00	Very Poor
Roosa Rd.	422	7,734.47	House #913	House #903	SO CG	29.00	Very Poor
6th St.	49	6,241.06	West	Truitt	SB CS	32.00	Very Poor
*A Alley	62	2,645.82	West	A(corner)	-	32.00	Very Poor
Maple St.	318	6,548.14	Cedar Wood	Cul-de-sac	SB CR	32.00	Very Poor
4th St.	36	7,102.98	East	Pierce	SB CG	33.00	Very Poor
*A Alley	61	4,202.55	9th	A(corner)	-	33.00	Very Poor
Cedar Wood Ct.	114	7,701.42	Maple	Cul-de-sac	SB CR	33.00	Very Poor
Linstone Ln.	298	15,405.95	Valley	End (Parking Lot)	SO CS	33.00	Very Poor
Maple Ave.	313	19,949.76	Corn Cob	Causey	SO CGO	33.00	Very Poor
3rd St. N.	17	6,823.43	West	Church	SO CG	35.00	Very Poor

5th St.	39	3,550.12	A	West	SO CG	35.00	Very Poor
Kings Hwy.	273	7,394.14	Polk	Plum	SB CG	35.00	Very Poor
North St.	394	5,583.67	4th	3rd	SB CG	35.00	Very Poor
North St.	395	16,233.69	House #452	4th	SB CG	35.00	Very Poor
Barker St.	75	2,922.60	WALNUT	Barker	-	36.00	Very Poor
Maple Ave.	316	12,427.89	Church	WALNUT	SB CG	36.00	Very Poor
Wilbur St.	479	17,989.13	WALNUT	New	SO CSO	36.00	Very Poor
4th St.	34	7,010.75	Washington	East	SB CG	37.00	Very Poor
Marshall St.	320	10,846.09	Mispillion	SE FRONT	CG	37.00	Very Poor
Roosa Rd.	421	5,416.20	Airport	House #919	SB CG	38.00	Very Poor
Dorsey Ln.	176	4,684.35	6th	Washington	-	39.00	Very Poor
Kings Hwy.	271	8,322.31	Williams	Foster	SB CG	39.00	Very Poor
2nd St.	14	5,774.44	WALNUT	Washington	SO CS	40.00	Very Poor
4th St.	37	10,657.06	Pierce	2nd	SB CG	40.00	Very Poor
Airport Rd.	63	65,399.75	CANTEBURY	DUPONT	-	40.00	Very Poor
Church St.	124	14,404.18	Lucia	Allen	SB CG	40.00	Very Poor
Grier Ln.	242	5,121.00	Lakelawn	Cul-de-sac	SO CR	40.00	Very Poor
Lovers Ln.	308	9,706.29	Lemuel	L	SO CG	40.00	Very Poor
Mispillion St.	368	4,917.85	Columbia	McColley	-	40.00	Very Poor
Mispillion St.	369	6,991.04	McColley	Marshall	-	40.00	Very Poor
6th St.	48	7,000.16	Church	West	SB CS	41.00	Poor
Church St.	125	6,392.48	Allen	Bright	SB CG	41.00	Poor
*Dixie Alley	174	6,830.34	Elizabeth	MCCOY	-	41.00	Poor
North St.	388	7,821.76	2nd	NW FRONT	SB CG	41.00	Poor
North St.	392	14,527.08	James	Church	SB CG	41.00	Poor
5th St.	41	5,537.65	West	Truitt	-	42.00	Poor
Masten Cir.	334	14,930.58	Building #967 E	Building #973 E	-	42.00	Poor
McColley St.	347	11,381.25	Mispillion	SE FRONT	SB CG	42.00	Poor
North St.	393	10,071.73	Church	House #452	SB CG	42.00	Poor
North St.	396	6,229.24	3rd	2nd	SB CG	42.00	Poor
West St.	474	5,107.30	6th	A	SB CS	42.00	Poor
Delaware Ave.	168	6,403.90	WALNUT	J	SB CG	43.00	Poor
Masten Cir.	335	16,667.91	Building #1001 E	Building #977 E	-	43.00	Poor
Bridgeham Ave.	94	20,339.38	3rd	4th	SO CG/CS	44.00	Poor

Fourth St.	215	11,052.76	Marshall	Fisher	SB CG	44.00	Poor
Lovers Ln.	304	16,498.61	SECOND	3rd	SO CS	44.00	Poor
Park Ave.	400	6,823.68	Washington	Denny ROW	SB CG	44.00	Poor
10th St.	1	25,953.60	DUPONT	Salevan	CS	45.00	Poor
2nd St.	13	8,242.23	Pierce	East	SO CS	45.00	Poor
4th St.	35	7,557.00	WALNUT	Washington	SB CG	45.00	Poor
Eleventh St.	186	29,499.25	Parking Lot Entrance	WalMart Road	-	45.00	Poor
Fisher Ave.	200	12,580.57	SECOND	3rd	SO CSO	45.00	Poor
Hickman Door Way	246	7,985.71	Mattlind	Mullet Run	CR	45.00	Poor
Mullet Run St.	378	27,980.06	Vickers	Hickman Door	CR	45.00	Poor
Park Ave.	399	7,768.23	WALNUT	Washington	-	45.00	Poor
Washington St. N.	460	9,872.49	2nd	NE FRONT	SB CG	45.00	Poor
9th St.	59	6,287.90	WALNUT	Washington	-	46.00	Poor
Kings Hwy.	272	8,262.39	Foster	Polk	SB CG	46.00	Poor
Milford Crossing Ave.	364	10,698.38	465ft S of Airport	End	-	46.00	Poor
4th St.	33	11,549.58	396ft SE of 2nd	NE FRONT	-	47.00	Poor
Carlisle Ln.	106	4,188.42	McColley	SECOND	-	47.00	Poor
Cedar Wood Ct.	108	4,635.00	Marvel	House #513	-	47.00	Poor
Washington St. S.	465	1,303.91	3rd	Barker	-	47.00	Poor
2nd St.	10	5,716.96	Church	West	CS	48.00	Poor
5th St.	42	15,558.81	Charles	Bridgeham	SB CG	48.00	Poor
Brent-Jordan Way	89	11,472.75	Airport	Mullet Run	CR	48.00	Poor
Cedar Wood Ct.	111	12,984.88	House #612	Maple	SB CR	48.00	Poor
Kent Pl.	268	17,433.52	LAKEVIEW	House #308	-	48.00	Poor
Bridgeham Ave.	92	15,536.53	SE FRONT	SECOND	SB CG	49.00	Poor
Church St.	127	17,006.45	House #786	House #654	SO CG	49.00	Poor
*Dixie Alley	173	6,424.42	Delaware	Nelson	-	49.00	Poor
Maple St.	317	9,205.14	Cedar Wood	Beech Wood	SB CR	49.00	Poor
North St.	390	16,772.87	Parking Lot Entrance	Drew	SB CG	49.00	Poor
5th St.	47	9,505.66	Fisher	Charles	SO CG/CS	50.00	Poor
Lovers Ln.	307	3,789.05	3rd	Lemuel	SO CG	50.00	Poor
Masten Cir.	327	22,746.03	Masten Intersection	844ft N of Industrial Park Entrance	-	50.00	Poor
McColley St.	355	9,689.97	Giltcris	Delaware	SB CG	50.00	Poor
8th St.	57	7,835.58	Washington	East	SO CR	51.00	Poor

Ballpark Ln.	70	3,989.30	3rd	4th	-	51.00	Poor
Front St. S.W.	221	20,447.47	Church	WALNUT	SB CS	51.00	Poor
Lovers Ln.	305	6,608.31	Berry	SECOND	-	51.00	Poor
North St.	389	9,354.15	DUPONT	Parking Lot Entrance	-	51.00	Poor
Richard St.	417	8,127.53	Lemuel	End	CGO	51.00	Poor
Roosa Rd.	419	5,481.06	Hosue #919	House #917	SB CG	51.00	Poor
School Pl.	430	21,421.18	House #111	SEABURY	SB CG	51.00	Poor
West St.	475	6,372.63	A	5th	SB CS	51.00	Poor
Foster St.	205	5,921.80	Kings	Parking Lot (Outside Corner)	CS	52.00	Poor
Lovers Ln.	306	6,736.75	SE FRONT	Berry	-	52.00	Poor
2nd St.	8	9,154.95	WALNUT	North	SB CSO	53.00	Poor
3rd St. S.E	22	14,389.91	Charles	Bridgeham	SO CG/CS	53.00	Poor
Ballpark Ln.	69	3,671.50	283ft S of 4th	650ft S of 4th	-	53.00	Poor
Ballpark Ln.	72	3,107.34	650ft S of 4th	Washington	-	53.00	Poor
Beechwood Ct.	82	6,923.70	Maple	Cul-de-sac	SB CR	53.00	Poor
Lighthouse Estates	294	17,633.26	Carpentors Pit	Straight	-	53.00	Poor
Washington St. N.	456	6,769.65	Dorsey	5th	SB CG	53.00	Poor
3rd St. S.E	24	23,788.17	Bridgeham	Lovers	SB CG	54.00	Poor
4th St.	38	11,101.95	2nd	396ft SE of 2nd	SO CG	54.00	Poor
5th St.	43	5,613.86	Washington	East	-	54.00	Poor
5th St.	46	10,610.80	Marshall	Fisher	SO CG/CS	54.00	Poor
Ballpark Ln.	71	2,830.91	4th	283ft S of 4th	-	54.00	Poor
*Corn Cob Alley	156	6,358.09	Maple	Mill	-	54.00	Poor
Fourth St.	211	3,523.17	Washington	End	SO	55.00	Poor
Kent Pl.	267	16,151.86	House #308	SEABURY	SO CS	55.00	Poor
Montgomery St.	374	4,531.45	Montgomery	Frankliln	SB CG	55.00	Poor
3rd St. S.E	23	8,668.90	Fisher	Charles	SB CG	56.00	Fair
5th St.	40	2,787.17	Church	A	-	56.00	Fair
8th St.	55	7,044.06	WALNUT	Washington	-	56.00	Fair
Church St.	128	9,808.81	House #654	WALNUT	SO CG	56.00	Fair
Church St.	138	8,267.26	D Alley	Maple	SB CG	56.00	Fair
East Ln.	181	6,554.00	North Shore Dr.	W City Lim.	-	56.00	Fair
Fisher Ave.	199	7,305.33	W	End	CS	56.00	Fair
Franklin St.	218	7,185.66	Cedar	SE FRONT	SO CS	56.00	Fair

Kings Hwy.	269	7,520.83	Plum	WALNUT	SB CG	56.00	Fair
McColley St.	351	27,710.86	4th	5th	SO CG	56.00	Fair
Milford Crossing Ave.	363	3,902.28	Airport	150ft S of Airport	-	56.00	Fair
Polk Ave.	410	10,816.37	Sussex	Clarke	SO CG	56.00	Fair
School Pl.	428	22,230.76	House #121	House #111	SB CS	56.00	Fair
Washington St. S.	464	8,208.63	SECOND	3rd	SB CS	56.00	Fair
2nd St.	11	10,212.42	North	Church	SB CG	57.00	Fair
East St.	185	15,027.13	2nd	NE FRONT	SB CS	57.00	Fair
Evergreen Ln.	194	20,149.00	OLD SHAWNEE	Sunset	-	57.00	Fair
Franklin St.	217	8,868.73	SE FRONT	SECOND	SO CG	57.00	Fair
Kings Hwy.	270	8,049.79	LAKEVIEW	Williams	SB CG	57.00	Fair
Lucia Cir.	309	14,710.69	Church	Lucia Circle	SB CS	57.00	Fair
McColley St.	349	27,207.48	SECOND	3rd	SB CS	57.00	Fair
Pine St.	407	14,508.50	SEABURY	New	SB CS	57.00	Fair
Reed Rd.	415	7,262.48	Marvel	Crestview	-	57.00	Fair
10th St.	5	18,089.79	WALNUT	Salevan Pl.	SB CG	58.00	Fair
Buccaneer Blvd.	96	21,292.26	DUPONT	WALNUT	SO CG	58.00	Fair
Denney ROW	171	10,823.08	NE FRONT	Park	SB CG	58.00	Fair
Elm St.	191	3,244.41	New	End	CS	58.00	Fair
Foster St.	206	4,074.88	Parking Lot (Inside Corner)	Parking Lot (Outside Corner)	CS	58.00	Fair
Front St. Rec Area	220	1,676.24	NE FRONT	End	-	58.00	Fair
Washington St. S.	467	2,983.56	Barker St.	4th	SB CS	58.00	Fair
Williams St.	481	11,520.84	Sussex	Clarke	SO CG	58.00	Fair
Alexa Ct.	64	6,825.97	Landing	Cul-de-sac	SO CR	59.00	Fair
North St.	391	10,853.53	Drew	James	SB CG	59.00	Fair
8th St.	56	7,234.15	East	Change in width	SO CRO	60.00	Fair
McColley St.	348	4,044.33	Carlisle	SECOND	-	60.00	Fair
Oak St.	397	8,043.69	SEABURY	New	-	60.00	Fair
Washington St. S.	466	7,092.71	Barker St.	Barker St.	SB CS	60.00	Fair
West St.	476	5,079.13	5th	4th	SB CG/CS	60.00	Fair
10th St.	6	11,619.14	House #401	Manson Farms entrance	-	61.00	Fair
Columbia St.	153	11,126.16	SECOND	3rd	SB CS	61.00	Fair
*J	257	5,110.36	Clarke	Delaware	-	61.00	Fair
McColley St.	345	42,707.21	656ft S of MCCOY	MCCOY	-	61.00	Fair

Montgomery St.	373	18,651.44	Clark	Delaware	SB CG	61.00	Fair
Montgomery St.	376	6,931.74	SECOND	3rd	SO CG	61.00	Fair
Nailor St.	380	8,118.54	REHOBOTH	Cul-de-sac	-	61.00	Fair
Salevan Pl.	425	7,994.83	REHOBOTH	10th	-	61.00	Fair
Salevan Pl.	425	14,686.77	REHOBOTH	10th	-	61.00	Fair
Washington St. S.	468	10,476.43	House #912	Jefferson	SB CS	61.00	Fair
Washington St. S.	470	1,710.13	Jefferson	Ballpark	-	61.00	Fair
3rd St. S.E	21	10,536.88	Marshall	Fisher	SO CS	62.00	Fair
Delaware Ave.	166	15,283.27	J	Dixie	SB CG	62.00	Fair
Fisher Ave.	198.1	12,536.44	SE FRONT	Mispillion	SB CS	62.00	Fair
Fisher Ave.	198.2	11,257.49	Mispillion	W	SB CS	62.00	Fair
Fourth St.	209	3,450.05	Washington	Ballpark	CSO	62.00	Fair
Marvel Rd.	322	9,411.88	Reed	Marvel (corner)	-	62.00	Fair
Mattlind Way	344	10,980.72	Hickman Door	End	CR	62.00	Fair
4th St.	32	5,074.85	Church	West	SO CG	63.00	Fair
*B Alley	68	5,073.55	Fisher	Fisher	-	63.00	Fair
Carlisle Ln.	105	9,955.35	SE FRONT	Columbia	SB CS	63.00	Fair
Cedar Wood Ct.	107	8,562.00	House #507	Lakelawn	-	63.00	Fair
Charles St.	119	17,449.84	SECOND	3rd	SB CG	63.00	Fair
Church St.	126	14,989.36	Bright	576ft NE of Bright	SO CG	63.00	Fair
Clarke Ave.	146	9,933.08	J	End	SO CG	63.00	Fair
*G St.	222	21,136.37	NE FRONT	End	-	63.00	Fair
*M St.	310	2,554.66	Fisher	Charles	-	63.00	Fair
Sussex Ave.	436	10,952.23	Polk	Cul-de-sac	SB CG	63.00	Fair
Washington St. S.	462	4,991.64	Cedar	WALNUT	SB CG	63.00	Fair
Woodland Dr.	486	11,126.68	Kings	Lakelawn	-	63.00	Fair
10th St.	3	9,982.45	Mason Farms Entrance	Start of turning lane	-	64.00	Fair
Lakelawn Dr.	279	12,483.18	Crestview	End	-	64.00	Fair
Mispillion St.	367	6,195.22	Marshall	Fisher	SO CG	64.00	Fair
Pierce St.	405	13,851.09	East	4th	-	64.00	Fair
Washington St. N.	451	8,751.07	NE FRONT	Park	SB CS	64.00	Fair
Washington St. N.	457	11,984.50	5th	4th	SB CG	64.00	Fair
Church St.	130	10,490.60	Causey	D Alley	SB CG	65.00	Fair
Milford Crossing Ave.	362	8,208.97	150ft S of Airport	465ft S of Airport	-	65.00	Fair

Polk Ave.	412	9,222.54	Kings	Sussex	SO CG	65.00	Fair
General Torber Dr.	226	29,832.55	General Torber Intersection	Governer Burton (From West)	SB CR	66.00	Fair
Governor Watson Ct.	234	7,068.30	General Torbert	Cul-de-sac	SB CR	66.00	Fair
Matthew Cir.	337	7,989.17	Joshua S.	Lindsay S.	-	66.00	Fair
Washington St. N.	455.1	10,214.40	Dorsey	6th	SB CG	66.00	Fair
Washington St. N.	458	14,893.43	4th	2nd	SB CS	66.00	Fair
Woodland Dr.	487	7,766.47	Lakelawn	Evergreen	-	66.00	Fair
2nd St.	9	6,667.65	West	Truitt	SB CS	67.00	Fair
5th St.	45	13,359.49	McColley	Marshall	SO CSO	67.00	Fair
Lakelawn Dr.	280	19,376.00	Woodland	Marvel	-	67.00	Fair
Masten Cir.	330	17,950.51	844ft N of Industrial Park Entrance	Credit Union	-	67.00	Fair
2nd St.	12	5,806.77	Pierce	4th	-	68.00	Fair
9th St.	60	5,697.17	Washington	East	-	68.00	Fair
Matthew Cir.	339	12,335.26	Joshua S.	House #311	-	68.00	Fair
Matthew Cir.	340	9,618.59	Lindsay	House #508	-	68.00	Fair
School Pl.	429	21,394.30	Lakeview	House #121	SO CS/CR	68.00	Fair
10th St.	4	12,474.58	Salevan	House #401	SO CGO	69.00	Fair
3rd St. S.E	28	9,649.83	McColley	Marshall	-	69.00	Fair
Homestead Blvd.	247	17,506.62	Homestead	Homestead	CS/CR	69.00	Fair
Jefferson Ave.	260	7,232.09	Williams	Foster	SO CS	69.00	Fair
Woodland Dr.	488	11,550.25	Evergreen	Marvel	-	69.00	Fair
3rd St. N.	16	9,659.57	North	Church	SB CS	70.00	Fair
Clarke Ave.	145	6,591.73	WALNUT	J	SB CG	70.00	Fair
East St.	182	9,785.71	4th	2nd	SB CS	70.00	Fair
East St.	183	12,744.06	4th	8th	-	70.00	Fair
General Torber Dr.	228	11,666.36	8th	Governer Watson	SB CR	70.00	Fair
McColley St.	352	32,805.23	Delaware	656ft S of Delaware	CR	70.00	Fair
Valley Dr.	448	9,292.19	Linstone	End (Parking Lot)	CG	70.00	Fair
Washington St. S.	471	15,873.12	Delaware	634ft S of Delaware	SO CG	70.00	Fair
Eleventh St.	187	17,815.11	DUPONT	Parking Lot	CGO	71.00	Satisfactory
General Torber Dr.	229	18,612.45	General Tober Intersection	Governor Burton (From East)	SB CR	71.00	Satisfactory
Kings Hwy. Ext.	274	26,286.00	DUPONT	Kings	CG	71.00	Satisfactory
Maple Ave.	314	11,634.69	Causey	US Post Office (Back Parking Lot)	SO	71.00	Satisfactory
Marvel Rd.	323	11,404.06	Marvel (corner)	DUPONT	-	71.00	Satisfactory

McColley St.	354	10,521.85	Clarke	Gilcrist	SB CG	71.00	Satisfactory
Rogers Dr.	418	22,342.16	DUPONT	End	-	71.00	Satisfactory
10th St.	2	17,570.23	Salevan	WALNUT	-	72.00	Satisfactory
Beechwood Ave.	80	12,527.35	House #625	Maple	SB CR	72.00	Satisfactory
Brady Dr.	87	15,931.89	NE FRONT	Corner	SB CS	72.00	Satisfactory
Cedar Wood Ct.	109	7,265.00	House #513	House #507	-	72.00	Satisfactory
Delaware Veterans Blvd.	169.1	11,027.87	Airport	Liberty Way	SO CR	72.00	Satisfactory
Foster St.	207	4,829.02	Parking Lot (Inside Corner)	Sussex	SO CS	72.00	Satisfactory
Hall Pl.	243	19,854.37	LAKEVIEW	House #311	SB CS	72.00	Satisfactory
Neurology Way	383	8,036.42	Mullet Run	Cul-de-sac	CR	72.00	Satisfactory
Sunset Ln.	434	6,444.02	Evergreen	House #17	-	72.00	Satisfactory
Washington St. S.	469	10,435.78	4th	House #912	SB CS	72.00	Satisfactory
Homestead Blvd.	249	7,298.06	Start of turning lane	Round-about	CS/CR	73.00	Satisfactory
Matthew Cir.	343	13,068.64	House #311	Joshua N.	-	73.00	Satisfactory
New St.	384	19,335.16	Pine	Elm	CG	73.00	Satisfactory
Orchard Ln.	398	6,431.28	ELKS LODGE	Crown	CR	73.00	Satisfactory
Vickers Dr.	449	28,636.67	Mullet Run	Neurology	CR	73.00	Satisfactory
Vickers Dr.	449	33,079.98	Mullet Run	Neurology	CR	73.00	Satisfactory
5th St.	44	8,400.79	WALNUT	Washington	SB CG	74.00	Satisfactory
Cedar Wood Ct.	113	12,333.30	Charles	House #612	SB CR	74.00	Satisfactory
Cherry St.	121	12,400.94	SEABURY	New	SB CG	74.00	Satisfactory
Church St.	131	9,372.21	North	6th	SB CG	74.00	Satisfactory
Gilcrist St.	230	7,784.51	McColley	Marshall	-	74.00	Satisfactory
McColley St.	346	8,362.08	SE FRONT	Carlisle	SO CG	74.00	Satisfactory
Meadow Lark Dr.	361	5,353.56	Little Pond	Big Pond	CR	74.00	Satisfactory
New St.	387	22,063.46	Elm	Cherry	SB CG	74.00	Satisfactory
Sussex Ave.	437	5,012.57	Williams	Foster	CS	74.00	Satisfactory
Drew St.	177	13,285.78	North	Truitt	SB CR	75.00	Satisfactory
Evans St.	192	21,408.09	REHOBOTH	NE FRONT	-	75.00	Satisfactory
Jefferson Ave.	264	8,540.25	WALNUT	Washington	CS	75.00	Satisfactory
Marvel Rd.	325	4,320.00	Caulk	Woodland	-	75.00	Satisfactory
McColley St.	353	29,289.13	5th	Clarke	-	75.00	Satisfactory
West St.	477	7,812.23	4th	3rd	SB CG/CS	75.00	Satisfactory
6th St.	50	4,424.98	WALNUT	Dorsey	SB CS	76.00	Satisfactory

Charles St.	116	15,464.01	3rd	4th	SB CG	76.00	Satisfactory
Church St.	123	15,350.55	NW FRONT	SW FRONT	SB CG	76.00	Satisfactory
*Dixie Alley	172	7,595.42	Nelson	Elizabeth	-	76.00	Satisfactory
Montgomery St.	372	9,748.46	3rd	4th	SO CG	76.00	Satisfactory
Mullet Run St.	377	26,754.45	Neurology	Brent-Jorday	CR	76.00	Satisfactory
Washington St. S.	461	14,805.84	Ballpark	Delaware	-	76.00	Satisfactory
Washington St. S.	461	33,377.68	Ballpark	Delaware	SO CG	76.00	Satisfactory
Washington St. S.	472	15,171.33	634ft S of Delaware	MCCOY	SO CG	76.00	Satisfactory
3rd St. S.E	26	4,755.58	Montgomery	158ft E of Montgomery	-	77.00	Satisfactory
General Torber Dr.	227	5,796.99	Governor Tharp	General Torber Intersection	SB CR	77.00	Satisfactory
Governor Burton Ct.	232	6,845.40	General Torbert	Cul-de-sac	SB CR	77.00	Satisfactory
Jefferson Ave.	259	6,734.65	Lakeview	Williams	SO CS	77.00	Satisfactory
Little Pond Dr.	299	20,124.88	Meadow Lark	Briar	CR	77.00	Satisfactory
Clarke Ave.	142	20,152.93	Williams	Polk	SB CG	78.00	Satisfactory
Governor Tharp Ct.	233	7,261.11	Genral Torbar	Cul-de-sac	SB CR	78.00	Satisfactory
Mullet Run St.	379	20,869.22	Brent-Jorday	Vickers	CR	78.00	Satisfactory
Regent Rd.	416	11,380.00	Lakelawn	Kings	-	78.00	Satisfactory
Clarke Ave.	139	23,382.45	Polk	Plum	SB CG	79.00	Satisfactory
Clarke Ave.	141	9,306.41	Lakeview	Williams	SB CG	79.00	Satisfactory
Clarke Ave.	143	8,594.17	Plum	WALNUT	SB CG	79.00	Satisfactory
Columbia St.	155	11,020.33	4th	3rd	SB CS	79.00	Satisfactory
Fourth St.	214	7,719.91	McColley	Marshall	-	79.00	Satisfactory
Kingston Ter.	276	8,185.95	Hickory Branch	House #18	-	79.00	Satisfactory
Marvel Rd.	326	3,705.00	Woodland	Reed	-	79.00	Satisfactory
Washington St. N.	459	8,895.51	Park	Cedar	-	79.00	Satisfactory
Beechwood Ave.	81	11,986.70	Charles	House #625	SB CR	80.00	Satisfactory
Bridgeham Ave.	91	20,435.76	4th	5th	SO CG	80.00	Satisfactory
Carlisle Ln.	104	5,935.07	Columbia	McColley	-	80.00	Satisfactory
Donovan St.	175	15,185.00	DUPONT	End	-	80.00	Satisfactory
Fourth St.	210	3,443.74	Ballpark	Montgomery	-	80.00	Satisfactory
Fourth St.	216	10,239.88	Fisher	Charles	SB CG	80.00	Satisfactory
Lakelawn Dr.	284	6,993.00	Caulk	Reed	-	80.00	Satisfactory
Roosa Rd.	420	4,038.44	House #903	DUPONT	SO CG	80.00	Satisfactory
West St.	478	7,753.58	3rd	2nd	-	80.00	Satisfactory

Williams St.	483	10,074.35	Kings	Sussex	SO CGO	80.00	Satisfactory
Archers Way	67	20,028.94	Bowman	Cul-de-sac	-	81.00	Satisfactory
Cherry St.	122	6,695.50	New	End	SB CG	81.00	Satisfactory
Elm St.	190	8,639.01	SEABURY	New	CG	81.00	Satisfactory
Fisher Ave.	202	20,388.31	4th	5th	SO CG	81.00	Satisfactory
Lindsay Ln.	295	13,670.84	Matthew	Matthew	-	81.00	Satisfactory
*Pearl Alley	402	7,277.34	SE FRONT	SECOND	-	81.00	Satisfactory
Tull Way	447	4,359.85	Allen	Bright	SB CR	81.00	Satisfactory
2nd St.	15	7,338.61	Washington	East	SO CSO	82.00	Satisfactory
Church St.	134	4,998.57	4th	3rd	SB CG/CS	82.00	Satisfactory
Crestview Dr.	161	7,746.20	Lakelawn	Lakeview	-	82.00	Satisfactory
Meadow Lark Dr.	356	20,078.00	Big Pond	Little Pond	CR	82.00	Satisfactory
Berry Ln.	84	4,080.97	House #907	SECOND	-	83.00	Satisfactory
Bright Way	95	11,138.46	Church	Aurora Pl	SB CR	83.00	Satisfactory
Clarke Ave.	144	15,035.34	Montgomery	McColley	SO CGO	83.00	Satisfactory
Hall Pl.	244	18,146.45	House #311	SEABURY	SB CS	83.00	Satisfactory
Jefferson Ave.	261	8,940.62	Foster	Polk	-	83.00	Satisfactory
Jefferson Ave.	262	9,269.13	Polk	Plum	-	83.00	Satisfactory
Landing Rd. S.	288	29,246.00	Landing	Cul-de-sac	-	83.00	Satisfactory
Landing Rd. S.	288	29,246.43	Landing	Cul-de-sac	SO CR	83.00	Satisfactory
McColley St.	350	27,787.79	3rd	4th	-	83.00	Satisfactory
Meadow Lark Dr.	358	8,680.00	Thrush	Windy	CR	83.00	Satisfactory
Nelson St.	381	10,278.52	WALNUT	House #14	CR	83.00	Satisfactory
West St.	473	7,205.90	2nd	NW FRONT	SB CG	83.00	Satisfactory
Allen Way	65	7,495.60	Church	Tull	SB CR	84.00	Satisfactory
Charles St.	117	15,869.19	SE FRONT	End	SB CG	84.00	Satisfactory
Foster St.	204	15,074.95	Jefferson	Kings	SO CS	84.00	Satisfactory
Jefferson Ave.	263	3,172.65	Plum	WALNUT	-	84.00	Satisfactory
Landing Rd. N.	287	11,633.20	Landing	Cul-de-sac	-	84.00	Satisfactory
Landing Rd. N.	287	15,007.94	Landing	Cul-de-sac	-	84.00	Satisfactory
Landing Rd. N.	287	19,253.08	Landing	Cul-de-sac	SO CR	84.00	Satisfactory
Matthew Cir.	338	10,479.53	Joshua N.	Lindsay N.	-	84.00	Satisfactory
Pierce St.	406	7,871.87	4th	2nd	-	84.00	Satisfactory
10th St.	7	37,825.85	687ft SW of MILFORD	MILFORD	-	85.00	Satisfactory

<i>Bullrush Dr. W.</i>	99	17,417.43	<i>Misty Vale</i>	<i>Longview</i>	<i>CR</i>	85.00	Satisfactory
<i>Cedar Wood Ct.</i>	112	15,421.75	<i>Marshall</i>	<i>Charles</i>	<i>SO CR</i>	85.00	Satisfactory
<i>Charles St.</i>	115	8,274.27	<i>Cedar Wood</i>	<i>376ft S of Cedar Wood</i>	<i>SB CR</i>	85.00	Satisfactory
<i>Charles St.</i>	120	15,322.68	<i>4th</i>	<i>5th</i>	<i>SB CG</i>	85.00	Satisfactory
<i>Church St.</i>	133	3,852.91	<i>5th</i>	<i>4th</i>	<i>SB CG</i>	85.00	Satisfactory
<i>Church St.</i>	137	15,638.27	<i>Front St. South West</i>	<i>Causey</i>	<i>SB CG</i>	85.00	Satisfactory
<i>Delaware Ave.</i>	167	6,866.83	<i>Washington</i>	<i>Montgomery</i>	<i>SO CGO</i>	85.00	Satisfactory
<i>Fisher Ave.</i>	201	19,864.71	<i>3rd</i>	<i>4th</i>	<i>SB CG</i>	85.00	Satisfactory
<i>Fourth St.</i>	213	8,185.90	<i>Columbia</i>	<i>McColley</i>	<i>CS</i>	85.00	Satisfactory
<i>Longview Dr.</i>	303	6,730.30	<i>Thrush</i>	<i>Bullrush</i>	<i>CR</i>	85.00	Satisfactory
<i>Matthew Cir.</i>	341	8,446.26	<i>House #508</i>	<i>Shelby</i>	-	85.00	Satisfactory
<i>Meadow Lark Dr.</i>	360	9,934.66	<i>Lenape</i>	<i>Little Pond</i>	<i>CR</i>	85.00	Satisfactory
<i>Charles St.</i>	118	16,272.73	<i>SE FRONT</i>	<i>SECOND</i>	<i>SB CG</i>	86.00	Good
<i>Clarke Ave.</i>	147	9,243.97	<i>Washington</i>	<i>Montgomery</i>	<i>SO CGO</i>	86.00	Good
<i>Delaware Ave.</i>	165	7,386.31	<i>Montgomery</i>	<i>McColley</i>	<i>SO CGO</i>	86.00	Good
<i>Elizabeth St.</i>	188	13,237.77	<i>House #9</i>	<i>Dixie</i>	-	86.00	Good
<i>Nelson St.</i>	382	9,915.13	<i>House #13</i>	<i>Dixie</i>	<i>CR</i>	86.00	Good
<i>New St.</i>	385	9,493.58	<i>WALNUT</i>	<i>Oak</i>	-	86.00	Good
<i>Shelby Way</i>	431	4,751.45	<i>CEDAR CREEK</i>	<i>Matthew</i>	-	86.00	Good
<i>Sunset Ln.</i>	433	16,460.00	<i>Evergreen</i>	<i>Cul-de-sac</i>	<i>CG</i>	86.00	Good
<i>Berry Ln.</i>	83	6,130.63	<i>Lovers</i>	<i>House #907</i>	-	87.00	Good
<i>Brady Dr.</i>	88	10,503.54	<i>Corner</i>	<i>REHOBOTH</i>	<i>SO CS</i>	87.00	Good
<i>Bullrush Dr. W.</i>	100	3,855.44	<i>Misty Vale</i>	<i>Cul-de-sac</i>	<i>CR</i>	87.00	Good
<i>E St.</i>	180	7,967.14	<i>NE FRONT</i>	<i>End</i>	<i>CS</i>	87.00	Good
<i>Fourth St.</i>	208	17,061.07	<i>Charles</i>	<i>Bridgeham</i>	<i>SO CG/CS</i>	87.00	Good
<i>James Dr.</i>	258	14,327.89	<i>Truitt</i>	<i>North</i>	<i>SB CR</i>	87.00	Good
<i>Kingston Ter.</i>	275	18,422.97	<i>Heather</i>	<i>House #18</i>	-	87.00	Good
<i>Lakelawn Dr.</i>	281	11,610.00	<i>Marvel</i>	<i>Regent</i>	-	87.00	Good
<i>Lakelawn Dr.</i>	282	5,523.00	<i>Regent</i>	<i>Grier</i>	<i>SO CR</i>	87.00	Good
<i>Church St.</i>	132	8,490.71	<i>6th</i>	<i>5th</i>	<i>SB CG</i>	88.00	Good
<i>Elizabeth St.</i>	189	13,180.48	<i>WALNUT</i>	<i>House #9</i>	-	88.00	Good
<i>Lakelawn Dr.</i>	283	8,316.00	<i>Grier</i>	<i>Caulk</i>	-	88.00	Good
<i>Masten Cir.</i>	331	5,964.18	<i>Credit Union</i>	<i>Building #100 E</i>	-	88.00	Good
<i>Misty Vale Ct.</i>	371	4,381.31	<i>Thrush</i>	<i>Cul-de-sac</i>	<i>CR</i>	88.00	Good

Reed Rd.	414	13,169.35	Crestview	Lakelawn	-	88.00	Good
Misphillion St.	489	5,098.01	Fisher	Charles	-	88.00	Good
Clearview Dr.	149	12,535.31	Kingston	N Sagamore	-	89.00	Good
Crestview Dr.	159	11,121.18	House #507	Lakelawn	-	89.00	Good
Gagne Ln.	225	4,438.40	House #5	SEABURY	SO CG	89.00	Good
Iroquois Ave.	256	5,962.11	Costabella	Delores	CR	89.00	Good
Joshua Dr.	265	13,182.85	Matthew	Matthew	-	89.00	Good
Lakelawn Dr.	285	7,489.02	Reed	Crestview	-	89.00	Good
Longview Dr.	301	6,730.30	Thrush	Bullrush	-	89.00	Good
Maple Ave.	312	4,528.31	NW FRONT	Corn Cob	SB CS	89.00	Good
Sussex Ave.	435	6,676.52	Lakeview	Williams	SB CS	89.00	Good
3rd St. S.E	27	7,730.86	Columbia	McColley	SO CSO	90.00	Good
6th St.	51	2,761.78	Washington	End	SB CS	90.00	Good
Bullrush Dr. E.	97	11,123.43	Longview	Meadow Lark	CR	90.00	Good
Church St.	136	5,644.76	2nd	NW FRONT	SB CG	90.00	Good
Costabella Ct.	157	6,375.55	Iroquois	Costabella	CR	90.00	Good
Crestview Dr.	160	8,319.74	Reed	House #507	-	90.00	Good
Delaware Veterans Blvd.	169.2	28,452.75	Liberty Way	Patriots Way	SO CR	90.00	Good
Gagne Ln.	224	3,649.44	LAKEVIEW	Before Curve	SO CG	90.00	Good
Ginger Ln.	231	23,941.15	Landing	Landing	SO CR	90.00	Good
Iroquois Ave.	253	6,032.21	Delores	Fairway	CR	90.00	Good
Lenape Ln.	291	7,267.01	Meadow Lark	Cul-de-sac	CR	90.00	Good
Matthew Cir.	342	7,426.32	Shelby	Lindsay	-	90.00	Good
Meadow Lark Dr.	357	7,309.39	Bellurush	Thrush	CR	90.00	Good
New St.	386	16,203.96	Oak	Pine	-	90.00	Good
3rd St. S.E	19	4,650.90	Ballpark	Montgomery	SB CG	91.00	Good
3rd St. S.E	20	3,645.56	158ft E of Montgomery	Franklin	CR	91.00	Good
Bullrush Dr. E.	98	10,260.39	Meadow Lark	Cul-de-sac	CR	91.00	Good
Thrush Dr. E.	438	10,510.75	Longview	Meadow Lark	CR	91.00	Good
Truitt Ave.	442	13,164.26	Drew	End	SB CR	91.00	Good
Williams St.	482	12,714.14	Jefferson	Kings	-	91.00	Good
3rd St. S.E	25	4,889.67	Washington	Ballpark	-	92.00	Good
Briar Ct.	90	6,599.00	Little Pond	Cul-de-sac	CR	92.00	Good
Claude St.	148	6,736.76	Lemuel	End	-	92.00	Good

Clearview Dr.	151.1	11,876.11	Little Birch	Summer Brook	-	92.00	Good
Columbia St.	154	5,315.49	SE FRONT	Carlisle	SO CS/CG	92.00	Good
Delaware Veterans Blvd.	169.3	6,304.94	Patriots Way	End	CR	92.00	Good
Gagne Ln.	223	4,599.21	Before Curve	House #5	SO CG	92.00	Good
Homestead Blvd.	248	13,702.50	WILKINS	Start of turning lane	-	92.00	Good
Landing Dr.	286	7,272.00	Archers	Landing	SO CR	92.00	Good
Montgomery St.	375	8,232.82	SE FRONT	SECOND	SB CG	92.00	Good
Starland Way	432	31,373.66	Landing	Landing	SO CR	92.00	Good
Thrush Dr. W.	440	6,728.04	Longview	Misty Vale	CR	92.00	Good
4th St.	29	6,144.51	North	Church	SB CG	93.00	Good
East St.	184	10,150.54	5th	4th	SB CS	93.00	Good
Evergreen Cir.	193	14,621.59	Woodland	End	-	93.00	Good
Pennsylvania Ave.	404	15,678.51	WALNUT	End	SB CR	93.00	Good
Pond Dr.	413	5,384.13	Crown	Green	CR	93.00	Good
Truitt Ave.	443	7,374.78	Drew	James	SB CR	93.00	Good
Big Pond Dr.	85	12,634.66	Meadow Lark	Windy	CR	94.00	Good
Big Pond Dr.	86	6,381.28	Windy	Thrush	CR	94.00	Good
Crown Cir.	162	9,173.03	Marlin	Iroquois	CR	94.00	Good
Franklin St.	219	5,182.61	SECOND	3rd	CG/CR	94.00	Good
Green Ln.	239	16,526.58	Pond	June	CR	94.00	Good
Green Ln.	240	7,584.78	Beaufort	Marlin	CR	94.00	Good
Longview Dr.	302	10,935.88	Bullrush	REHOBOTH BLVD.	CG	94.00	Good
Fisher Ave.	203	15,647.23	SE FRONT	SECOND	SB CS	95.00	Good
Liberty Way W.	293	37,665.42	Delaware Veterans	Cul-de-sac	SO CR	95.00	Good
Marlin Ct.	319	12,749.96	Green	Beaufort	CR	95.00	Good
Meadow Lark Dr.	359	7,334.17	Windy	Lenage	CR	95.00	Good
Royal Ct.	423	6,125.04	Iroquois	Cul-de-sac	CR	95.00	Good
Royal Dr.	424	15,422.04	Green	Iroquois	CR	95.00	Good
Washington St. N.	455.2	24,091.20	6th	7th	SB CR	95.00	Good
6th St.	52	3,027.09	Dorsey	Washington	SB CS	96.00	Good
Delores Ct.	170	6,317.38	Iroquois	Cul-de-sac	CR	96.00	Good
Fairway Ct.	196	14,456.08	Geen	Green	CR	96.00	Good
Fourth St.	212	11,179.04	Columbia	End	SO CS	96.00	Good
Patriots Way	401	30,014.79	Delaware Veterans	End	SO CR	96.00	Good

Thrush Dr. W.	439	10,844.61	Big Pond	Longview	CR	96.00	Good
Washington St. S.	463	9,573.55	SE FRONT	SECOND	SB CS	96.00	Good
Bridgeham Ave.	93	20,289.39	SECOND	3rd	SB CG	97.00	Good
Columbia St.	152	8,108.43	Mispillion	SE FRONT	SB CS	97.00	Good
Crown Cir.	163	9,247.37	Marlin	Iroquois	CR	97.00	Good
Green Ln.	241	8,546.66	Marlin	Beaufort	CR	97.00	Good
Liberty Way E.	292	21,339.04	Delaware Veterans	Cul-de-sac	CR	97.00	Good
Misty Vale Ct.	370	6,675.29	Bullrush	Thrush	CR	97.00	Good
*Pearl Alley	403	6,498.74	SE FRONT	SECOND	-	97.00	Good
Windy Dr.	485	5,568.80	Longview	Meadow Lard	CR	97.00	Good
Beaufort Ln.	78	9,661.58	Green	June	CR	98.00	Good
Beaufort Ln.	79	9,817.95	June	Marlin	CR	98.00	Good
Clearview Dr.	150	6,934.45	Summer Brook	N Sagamore	-	98.00	Good
Clearview Dr.	151.2	11,876.11	Kingston	Homestead	-	98.00	Good
Fairway Ct.	195	6,275.54	Iroquois	Cul-de-sac	CR	98.00	Good
Little Pond Dr.	300	4,910.41	Meadow Lark	Kirby	CR	98.00	Good
Windy Dr.	484	11,402.18	Big Pond	Longview	CR	98.00	Good
Church St.	135	5,064.95	3rd	2nd	-	99.00	Good
Fairway Ct.	197	9,276.97	Iroquois	Green	CR	99.00	Good
Homestead Blvd.	250	14,478.89	House #17	Round-about	-	99.00	Good
Iroquois Ave.	254	5,939.74	Crown	Royal	CR	99.00	Good
Iroquois Ave.	255	5,988.72	Royal	Costabella	CR	99.00	Good
Truitt Ave.	441	8,613.22	2nd	NW FRONT	SB CS	99.00	Good
7th St.	53	10,599.57	WALNUT	Washington	-	100.00	Good
**7th St.	54	1,094.16	Washington	End	-	100.00	Good
Beaufort Ln.	76	18,475.63	June	Marlin	CR	100.00	Good
**C Alley	101	3,148.88	Church	End	-	100.00	Good
Camberly Dr.	102	12,059.73	Drummond	Drummond	SB CR	100.00	Good
Camberly Dr.	103	3,464.24	CEDAR BEACH	Drummond	SO CR	100.00	Good
Credit Union Way	158	15,855.44	DUPONT	Masten	SO CG	100.00	Good
Drummond Dr.	178	25,232.68	Camberly	Camberly	SB CR	100.00	Good
Drummond Dr.	179	23,388.64	Camberly	Camberly	SO CR	100.00	Good
Green Ln.	235	16,460.04	June	Beaufort	CR	100.00	Good
Green Ln.	236	14,439.36	Fairway	Fairway	CR	100.00	Good

Green Ln.	237	6,056.97	Fairway	Royal	CR	100.00	Good
Green Ln.	238	14,546.11	Royal	Pond	CR	100.00	Good
Hickman Door Way	245	10,843.69	Airport	Mattlind	CR	100.00	Good
Industrial Park Entr.	252	33,802.72	DUPONT	Masten	CG	100.00	Good
June Ln.	266	7,661.40	Beaufort	Green	CR	100.00	Good
Knotts Ct.	277	4,822.74	Drummond	End	SB CR	100.00	Good
Lemuel St.	289	7,775.50	Richard	Claude	CG	100.00	Good
Lemuel St.	290	6,780.90	Lovers	Richard	CG	100.00	Good
Linstone Ln.	297	9,477.98	NW FRONT	Linstone (Change in Width)	CS	100.00	Good
Marvel Rd.	324	7,280.00	Lakelawn	Caulk	-	100.00	Good
Masten Cir.	332	5,570.43	Masten Intersection	Fork Intersection	-	100.00	Good
Masten Cir.	333	17,207.88	Fork Intersection	Building #967 E	-	100.00	Good
Mill St.	366	3,407.30	NW Front St	Corn Cob	SB CS	100.00	Good
Salevan Rd.	426	13,053.09	DUPONT	Salevan (Corner)	-	100.00	Good
Salevan Rd.	427	10,030.36	Salevan (Corner)	10th	-	100.00	Good
Truitt Ave.	444	13,674.30	6th	5th	SB CS	100.00	Good
Truitt Ave.	445	7,340.63	3rd	2nd	SB CS	100.00	Good
Truitt Ave.	446	13,448.82	5th	3rd	SB CS	100.00	Good
W St.	450	8,649.60	Marshall	Fisher	-	100.00	Good
Washington St. N.	452	6,873.42	9th	REHOBOTH	SB CR	100.00	Good
Washington St. N.	453	11,495.32	8th	Alley	SB CR	100.00	Good
Washington St. N.	454	7,477.05	Alley	9th	SB CR	100.00	Good
Washington St. N.	455.3	12,862.16	7th	8th	SB CR	100.00	Good
Wilkerson Ter.	480	18,543.31	NE FRONT	End	-	100.00	Good

Extra Comments:

Name	Section ID	Comment
4th St.	36	Severe sagging in the intersection of Fourth and Pierce. Resident concerned about how sewage system might be causing the sagging and shifting of the sidewalk and curb. Resident feels that their area is subject to flooding.
G St.	222	Farm road
Clarke Ave.	144	Request from a resident to have completed curbing on both sides of the street. Priority on the intersection of Clark and McColley.
Cedar Wood Ct.	112	Request from a resident to repaint entrance sign

**CITY OF MILFORD
FUND BALANCES REPORT**

Date: August 2017

Cash Balance - General Fund Bank Balance	\$2,889,525
Cash Balance - Electric Fund Bank Balance	\$3,676,643
Cash Balance - Water Fund Bank Balance	\$1,392,307
Cash Balance - Sewer Fund Bank Balance	\$250,308
Cash Balance - Trash Fund Bank Balance	\$334,320

	<u>General Improvement</u>	<u>Municipal Street Aid</u>	<u>Real Estate Transfer Tax</u>	<u>Economic Development Fund</u>
Beginning Cash Balance	261,055	1,307,013	1,948,460	\$350,788
Deposits		55,915	116,048	\$101,405
Interest Earned this Month	155	873	1,336	
Disbursements this Month	(19,860)		(41,667)	
Investments				
Ending Cash Balance	\$241,350	\$1,363,801	\$2,024,177	\$452,193

	<u>GF Capital Reserves</u>	<u>Water Capital Reserves</u>	<u>Sewer Capital Reserves</u>	<u>Electric Reserves</u>
Beginning Cash Balance	2,056,279	7,417,203	3,487,952	8,079,417
Deposits				
Interest Earned this Month	564	2,033	1,101	2,214
Disbursements this Month	(40,183)	(902)	(4,057)	(9,673)
Investments				
Ending Cash Balance	\$2,016,660	\$7,418,334	\$3,484,996	\$8,071,958

	<u>Water Impact Fee</u>	<u>Sewer Impact Fee</u>	<u>Electric Impact Fee</u>
Beginning Cash Balance	1,710,922	\$1,081,612	\$502,865
Deposits	35,503	\$17,316	\$8,400
Interest Earned this Month			
Disbursements this Month			
Investments			
Ending Cash Balance	\$1,746,425	\$1,098,928	\$511,265

INTEREST THROUGH THE SECOND MONTH OF THE FISCAL YEAR:

General Fund	3,477	Water Fund	1,643
GF Capital Reserves	627	Water Capital Reserves	2,258
Municipal Street Aid	1,619	Sewer Fund	160
Real Estate Transfer Tax	2,484	Sewer Capital Reserves	1,229
Electric Fund	4,344	Trash Fund	407
Electric Reserves	2,459		

TOTAL INTEREST EARNED TO DATE \$20,707

REVENUE REPORT

Page Two

Date: August 2017 ACCOUNT	AMOUNT BUDGETED	MTD	17% of Year Expended	
			YTD	YTD%
Economic Development Fund	95,000	0	0	0.00%
General Fund Reserves	585,000	0	0	0.00%
Realty Transfer Tax-Police	500,000	41,666	83,333	16.67%
Real Estate Tax	3,850,560	3,793,910	3,798,610	98.65%
Business License	45,000	1,325	2,525	5.61%
Rental License	80,000	750	1,600	2.00%
Building Permits	80,000	22,814	44,308	55.39%
Planning & Zoning	15,000	700	2,800	18.67%
Grasscutting Revenue	16,000	2,000	4,000	25.00%
Police Revenues	446,750	9,898	49,013	10.97%
Misc. Revenues	286,065	6,840	20,278	7.09%
Transfers From	3,324,000	277,000	554,000	16.67%
Total General Fund Revenues	\$9,323,375	\$4,156,903	\$4,560,467	48.91%
Water Revenues	2,734,500	276,329	532,750	19.48%
Sewer Revenues	2,508,000	242,362	464,169	18.51%
Kent County Sewer	1,850,000	176,027	334,958	18.11%
Solid Waste Revenues	1,384,815	117,476	231,934	16.75%
Electric Revenues	25,016,000	2,590,496	4,902,344	19.60%
TOTAL REVENUES	\$42,816,690	\$7,559,593	\$11,026,622	25.75%
YTD Enterprise Expense		(17,428)		
YTD Enterprise Revenue		23,723		
LTD Carlisle Fire Company Building Permit Fund		113,503		

EXPENDITURE REPORT

Page Three

Date: August 2017

17% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
City Manager					
Personnel	505,220	\$39,865	70,757	14.01%	434,463
O&M	129,250	\$9,088	15,398	11.91%	113,852
Capital	0	\$0	0		0
Total City Manager	\$634,470	\$48,953	\$86,155	13.58%	548,315
Planning & Zoning					
Personnel	137,180	\$12,861	23,393	17.05%	113,787
O&M	50,875	\$1,495	5,122	10.07%	45,753
Capital	0	\$0	0		0
Total P, C & I	\$188,055	\$14,356	\$28,515	15.16%	159,540
Code Enforcement & Inspections					
Personnel	130,630	\$7,685	13,876	10.62%	116,754
O&M	116,950	\$17,793	20,365	17.41%	96,585
Capital	0	\$0	0		0
Total P, C & I	\$247,580	\$25,478	\$34,241	13.83%	213,339
Council					
Personnel	31,225	\$1,292	2,530	8.10%	28,695
O&M	41,200	\$3,492	4,742	11.51%	36,458
Council Expense	20,000	\$0	7,187	35.94%	12,813
Contributions	206,000	\$40,000	66,000	32.04%	140,000
Codification	10,000	\$0	3,611	36.11%	6,389
Employee Recognition	11,000	\$0	0	0.00%	11,000
Insurance	23,000	\$0	4,118	17.90%	18,882
Christmas Decorations	10,000	\$0	0	0.00%	10,000
Economic Development	5,000	\$700	898	17.96%	4,102
Strategic Plan	20,000	\$5,000	5,000	25.00%	15,000
Armory Expenses	12,000	\$129	1,456	12.13%	10,544
Total Council	\$389,425	\$50,613	\$95,542	24.53%	293,883
Finance					
Personnel	405,510	\$26,547	43,998	10.85%	361,512
O&M	84,650	\$5,742	17,001	20.08%	67,649
Capital	0	\$0	0		0
Total Finance	\$490,160	\$32,289	\$60,999	12.44%	429,161
Information Technology					
Personnel	157,195	\$12,122	21,505	13.68%	135,690
O&M	187,950	\$19,208	27,601	14.69%	160,349
Capital	63,000	\$29,750	46,902	74.45%	16,098
Total Information Technology	\$408,145	\$61,080	\$96,008	23.52%	312,137

EXPENDITURE REPORT
Page Four

Date: August 2017

17% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Police Department					
Personnel	4,026,805	\$281,284	515,862	12.81%	3,510,943
O&M	496,350	\$33,673	71,037	14.31%	425,313
Capital	83,340	(\$10,554)	66,288	79.54%	17,052
Total Police	\$4,606,495	\$304,403	\$653,187	14.18%	3,953,308
Streets & Grounds Division					
Personnel	381,565	\$25,693	45,892	12.03%	335,673
O&M	397,345	\$25,678	49,972	12.58%	347,373
Capital	538,000	\$0	0	0.00%	538,000
Total Streets & Grounds	\$1,316,910	\$51,371	\$95,864	7.28%	1,221,046
Parks & Recreation					
Personnel	642,235	\$58,590	113,584	17.69%	528,651
O&M	284,900	\$16,279	49,969	17.54%	234,931
Capital	115,000	\$0	0	0.00%	115,000
Total Parks & Recreation	\$1,042,135	\$74,869	\$163,553	15.69%	878,582
Total General Fund					
Operating Budget	\$9,323,375	\$663,412	\$1,314,064	14.09%	8,009,311

EXPENDITURE REPORT

Page Five

Date: August 2017

17% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Water Division					
Personnel	287,840	\$20,922	37,154	12.91%	250,686
O&M	1,186,575	\$89,975	175,049	14.75%	1,011,526
Capital	535,320	\$0	0	0.00%	535,320
Debt Service	724,765	\$17,539	17,539	2.42%	707,226
Total Water	\$2,734,500	\$128,436	\$229,742	8.40%	2,504,758
Sewer Division					
Personnel	287,840	\$20,666	37,249	12.94%	250,591
O&M	1,177,425	\$128,423	177,598	15.08%	999,827
Capital	384,015	\$0	0	0.00%	384,015
Debt Service	658,720	\$326,485	326,485	49.56%	332,235
Sewer Sub Total	\$2,508,000	\$475,574	\$541,332	21.58%	1,966,668
Kent County Sewer	1,850,000	\$334,958	334,958	18.11%	1,515,042
Total Sewer	\$4,358,000	\$810,532	\$876,290	20.11%	3,481,710
Solid Waste Division					
Personnel	344,810	\$26,016	57,725	16.74%	287,085
O&M	803,655	\$95,125	153,836	19.14%	649,819
Capital	236,350	\$0	0	0.00%	236,350
Total Solid Waste	\$1,384,815	\$121,141	\$211,561	15.28%	1,173,254
Total Water, Sewer Solid Waste	\$8,477,315	\$1,060,109	\$1,317,593	15.54%	7,159,722
Electric Division					
Personnel	1,240,350	\$148,599	173,316	13.97%	1,067,034
O&M	2,061,020	\$106,913	227,132	11.02%	1,833,888
Transfer to General Fund	2,500,000	\$208,334	416,667	16.67%	2,083,333
Capital	721,665	\$3,933	16,136	2.24%	705,529
Debt Service	192,965	\$0	0	0.00%	192,965
Electric Sub Total	\$6,716,000	\$467,779	\$833,251	12.41%	5,882,749
Power Purchased	18,300,000	\$1,603,926	3,329,917	18.20%	14,970,083
Total Electric	\$25,016,000	\$2,071,705	\$4,163,168	16.64%	20,852,832
TOTAL OPERATING BUDGET	\$42,816,690	\$3,795,226	\$6,794,825	15.87%	36,021,865

INTERSERVICE DEPARTMENTS REPORT

Page Six

Date: August 2017

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	17% of Year Expended YTD%	UNEXPENDED BALANCE
Garage					
Personnel	92,590	7,025	12,695	13.71%	79,895
O&M	77,855	5,000	10,101	12.97%	67,754
Capital	0		0		0
Total Garage Expense	\$170,445	12,025	\$22,796	13.37%	147,649
Public Works					
Personnel	428,039	28,819	46,749	10.92%	381,290
O&M	168,161	34,042	50,488	30.02%	117,673
Capital	11,100	0	10,122	91.19%	978
Total Public Works Expense	\$607,300	62,861	\$107,359	17.68%	499,941
Billing & Collections					
Personnel	554,850	45,809	80,034	14.42%	474,816
O&M	221,975	17,205	33,456	15.07%	188,519
Capital	0		0		0
Total Billing & Collections	\$776,825	63,014	\$113,490	14.61%	663,335
City Hall Cost Allocation					
Personnel	0		0		0
O&M	42,600	3,842	7,625	17.90%	34,975
Capital	0		0		0
Total City Hall Cost Allocation	\$42,600	3,842	\$7,625	17.90%	34,975

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.



**DELAWARE LEAGUE OF LOCAL GOVERNMENTS
THE DUNCAN CENTER
500 W. LOOCKERMAN STREET, 5TH FLOOR, DOVER**

THURSDAY, OCTOBER 26, 2017
REGISTRATION/SOCIAL HOUR: 5:30 P.M. - 6:15 P.M.
DINNER: 6:30 P.M. – 7:15 P.M.
PROGRAM: 7:15 P.M.

PROGRAM:

The DLLG is pleased to host Jennifer Cohan, Secretary of the Delaware Department of Transportation. Secretary Cohan has been leading DeIDOT since 2015. Prior to this, she was Director of the State Division of Motor Vehicles. Her total State public service career has spanned more than 27 years. Secretary Cohan is an adjunct professor at Wilmington University, teaching leadership and public policy in the Master’s program. She is an active board member of a number of professional and volunteer associations.

Deputy Secretary Nicole Majeski will assist in presenting updates on major road improvement projects and funding measures for the transportation capital infrastructure plan.

The DLLG wishes to thank Pennoni for sponsoring this month’s dinner meeting.

PLEASE RSVP TO CHRISTINE NO LATER THAN 10/13/17

Mail To/Make Payable to: Delaware League of Local Governments • PO Box 484 • Dover, DE 19903-0484
Phone: 302-678-0991 • Email: cfluft@udel.edu

City of Milford will have X attendee(s)

List Attendees:

- () Check enclosed for () dinners @ \$30 each
- () Payment will be made at the door
- (X) Check mailed for () dinners @ \$30 each

Next Meeting: Thursday, January 25, 2018



Sussex County Association of Towns

20 W Fourth Street, Blades, Delaware 19973

S.C.A.T. Dinner for Wednesday, November 1, 2017

Town of Bethany Beach

Town of Bethel

Town of Blades

Town of Bridgeville

Town of Dagsboro

Town of Delmar

Town of Dewey Beach

Town of Ellendale

Town of Fenwick Island

Town of Frankford

Town of Georgetown

Town of Greenwood

Town of Henlopen Acres

Town of Laurel

City of Lewes

City of Milford

Town of Millsboro

Town of Millville

Town of Milton

Town of Ocean View

City of Rehoboth Beach

City of Seaford

Town of Selbyville

Town of Slaughter Beach

Town of South Bethany

Sussex County Council

LOCATION: SCAOR
 23407 Park Ave
 Georgetown, DE 19947

TIME: 6:00 pm - Social (cash bar)
 6:30 pm - Dinner

HOST: Sussex County Association of Realtors

SPEAKER: TBA

COST: \$TBA

MENU: TBA

PLEASE RSVP TO CHRISTINE NO LATER THAN 10/19/17

For those bringing guests, please mail and make checks payable to:
Sussex County Association of Realtors

**PUBLIC NOTICE
ORDINANCE 2017-20**

CODE OF THE CITY OF MILFORD
PART II-GENERAL LEGISLATION
CHAPTER 180
RESIDENTIAL RENTAL OPERATING LICENSE

NOTICE is hereby given that the following ordinance is presently under review by the City Council of the City of Milford:

WHEREAS, the City of Milford enacted a Residential Rental Operating License Ordinance, to protect the health, safety, and welfare of its residents and to prevent the deterioration of the housing stock in the City; and

WHEREAS, from time to time, City Council determines a need for amendments and additions to the Residential Rental Operating License Ordinance of the City of Milford; and

WHEREAS, it is recommended that the transfer of a license during the licensing period be permitted upon payment of administrative fees; and

WHEREAS, it is recommended that no rental unit be occupied by another renter until a rental inspection has been performed.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. Section 180-5. Application for rental operating license and agreement to comply is hereby amended by removing text indicated in strikethrough and incorporating new text in red and underlined as follows:

- C. It shall be unlawful for any person to operate any rental dwelling without obtaining a rental license from the ~~Licensing Division of the Department of Planning and Inspections~~ City in order to determine compliance. The license shall expire annually on December 31. The fee for the annual license shall be ~~\$50 for each unit.~~ set by City Council as part of the City Fee Schedule.

Section 2. Section 180-6. Contents of applications is hereby amended by removing text indicated in strikethrough and incorporating new text in bold and red as follows:

- D. Landlord's name, mailing address, ~~and~~ telephone number, email address, website and leasing agent contact information, if different from the landlord.

Section 3. 180-7. Regulations for issuance of licenses is hereby amended by removing text indicated in strikethrough and incorporating new text in red and underlined as follows:

- C. ~~Timing for reapplication.~~
(1) ~~Application to renew a rental operating license shall be made at least 60 days prior to the expiration date of the current license.~~
(2) ~~When reapplication is made fewer than 30 days before the expiration date, the pendency of the application will not prevent the expiration of the license.~~

Transfer of license. If a rental property is purchased or sold during the annual licensing period, the license may be transferred from owner to owner upon payment of \$50 for administrative expenses. Purchaser must make application as outlined in §180-6.

- D. Every rental unit owned shall have a "caretaker" designated by the owner.

- (1) The caretaker may be the property owner if residing within a ten-mile radius of Milford, Delaware.
- (2) The caretaker shall be an adult person(s) 18 years or older, specifically identified in writing by the owner on the rental license application (stating name, address and telephone numbers) and reside in such proximity to the City as to allow him or her to meet with the Code Enforcement Official at the rental unit within 48 hours of receipt of notice from the Code Enforcement Official. The caretaker may also be a management company (corporation, LLC and/or partnership); however, the management company must assign a contact person.

Section 4. 180-8. Inspections is hereby amended by removing text indicated in strikethrough and incorporating new text in red and underlined as follows:

- A. The Code Enforcement Official reserves the right to inspect property at any time to ensure compliance with all property maintenance (Chapter 174), Building Construction (Chapter 88), Zoning (Chapter 230) and other City codes.
- B. No rental unit shall be occupied after a vacancy by any person other than the owner or persons related directly to the owner unless a rental inspection has been requested by the Landlord. The City reserves the right to inspect the property to insure the dwelling unit is in substantial compliance with codes of the City.
- ~~B~~C. When such inspections are deemed necessary, the Code Enforcement Official will provide at least 48 hours' notice to the owner or caretaker. Exceptions to this rule will apply when health or safety conditions exist that require immediate inspection.
- ~~C~~D. A rental unit shall be deemed to be not in substantial compliance if:
 - (1) There are one or more violations that pose a serious and substantial threat to the health, safety or welfare of the occupants.
 - (2) There are an extensive number of minor violations that, cumulatively, pose a significant threat to the health, safety, and welfare of the occupants.
- ~~D~~E. When the Code Enforcement Official schedules an inspection, it is the responsibility of the property owner to make sure the structure/property is ready by the time the inspector arrives on site.
 - (1) If an inspection needs to be cancelled or rescheduled, the Code Enforcement Official must be notified by ~~8:30 a.m. the day of the inspection~~ 4:00 p.m. the day before the inspection.
 - (2) If an inspector arrives on site and the structure/property is not ready and the inspection was not cancelled or rescheduled, a fee of ~~\$100~~ \$50 must be paid at City Hall before the inspection can be rescheduled. This fee may be waived if the property is not ready for inspection due to circumstances beyond the control of the landlord/caretaker.
- ~~E~~F. When conditions of a property are such that cause more than one follow-up inspection, for the purpose of ensuring compliance, a fee of \$50 per inspection will be imposed.

Section 5. 180-9. Violations and penalties; enforcement is hereby amended by removing text indicated in strikethrough as follows:

- A. Penalty for violation.
 - (1) Any property owner who shall violate any provisions of this chapter or who fails to comply with any notice or order issued by a Code Enforcement Official pursuant to the provisions of this chapter shall be guilty of violating the provisions of this chapter and, upon conviction thereof, shall be fined not less than \$500 nor more than \$1,000. The minimum fine is not subject to suspension or reduction.
 - (2) Except where an appeal is taken, each day of a separate and continuing violation shall be deemed a separate offense.
- B. Should the aforesaid penalties not be paid within 30 days of being assessed, and after notice of said failure is served, then the property covered by this chapter will be assessed for the unpaid penalties, which shall be collected in the same manner and at the same time as City taxes.
- C. If any of the cited violations are not remedied, the Code Enforcement Official shall revoke the residential rental operating license.

Section 6. Dates.

City Council Introduction: September 25, 2017

*City Council Meeting: October 9, 2017

Adoption: October 9, 2017

Effective: October 19, 2017

This ordinance shall take effect and be in force ten days after its adoption.

A complete copy of the Code of the City of Milford is available by request through the City Clerk's office or by accessing the city website at www.cityofmilford.com.

Advertised: Beacon, 09/20/17

*100917 Typo Corrected

Ordinance 2017-21

Chapter 57 – Planning Commission

WHEREAS, Chapter 57 of the City of Milford Code requires the City Planning Commission to consist of nine members; and

WHEREAS, it has been difficult to find nine qualified members to have a full complement; and

WHEREAS, Title 22, Section 701 of the Delaware Code states that Municipal Planning Commissions shall consist of not less than five, nor more than nine members; and

WHEREAS, reducing the required number to align with Title 22, Section 701 would allow the Planning Commission to convene by having a smaller majority present versus the five currently needed to conduct often time-sensitive or emergent circumstances; and

WHEREAS, An Act to Amend the City of Milford Charter was signed into law by Governor John Carney on August 30, 2017 and reflects the reduction of members as so stated.

NOW, THEREFORE, the City of Milford hereby ordains:

Section 1. Chapter 57, Section 57-2 is being amended as indicated below (new language in underlined italics and omitted language by strikeout text),

Chapter 57 - PLANNING COMMISSION

§ 57-1. - Establishment.

There is hereby established, pursuant to 22 Del. C. § 701 et seq., the Milford Planning Commission.

§ 57-2. - Membership; terms of office

The Commission shall consist of ~~nine members to be appointed by the Council~~ ***no less than 5 and no more than 9 members as recommended by the Mayor and appointed by the Council.*** The term of each member so appointed and confirmed shall be for three years, except that of the members first appointed, three shall be appointed to a term of three years, three shall be appointed to a term of two years and three shall be appointed to a term of one year.

§ 57-3. - Removal; vacancies.

Any member of the Planning Commission may be removed for cause, after a public hearing, by the Mayor with the approval of the City Council. A vacancy occurring otherwise than by expiration of term shall be filled for the unexpired term in the same manner as an original appointment.

§ 57-4. - Ex officio members.

The Mayor and City Manager shall be ex officio members of the Planning Commission and may exercise all of the powers of the regular members; provided, however, that an ex officio member may not hold an office on the Commission and shall have no right to vote on matters coming before the Commission.

§ 57-5. - Salaries and compensation.

All members of the Commission shall serve without compensation but may be reimbursed for actual expenses incurred in connection with their official duties.

§ 57-6. - Officers; staff; custodian of records.

The Commission shall elect annually a Chairman and Secretary from among its own number and may employ experts, clerical help and other assistants. The Commission may appoint a custodian of its Comprehensive Plan and records, who may be the City Manager or other employee of the Council.

§ 57-7. - Rules of procedure; meetings; records.

The Commission shall adopt its own rules of procedure and determine the times of its meetings and methods of notice thereof. All meetings of the Commission at which any official action is taken shall be open to the public, and all records of the Commission shall be public records.

§ 57-8. - Powers and duties; reports.

The Milford Planning Commission shall have all the powers and authority vested in municipal planning commissions under the provisions of Title 22, Delaware Code, Chapter 7, subject to the same conditions and limitations set forth therein at the effective date of this chapter. The Planning Commission shall report at each monthly meeting of the Council and shall present copies of its minutes of the preceding month.

Section 2. Dates.

Council Introduction: 09-25-2017

Council Adoption: 10-09-2017

October 6, 2017

TO: Mayor and City Council
FROM: Eric Norenberg
SUBJECT: Ordinance 2017-22 - Chapter 178: Real Estate Transfer Tax

Purpose

The purpose of this memo is to provide an overview on the Real Estate Transfer Tax and information regarding a proposed amendment to the City Code to restrict the exemption for the first-time homebuyer to the purchase only.

Background

In 1989, the City Council discussed and considered changes to the City Charter. One of the changes proposed at that time was to give the City the authority to enact a one percent real estate transfer tax, subject to voter approval. In 1998, the City adopted a 1.5 percent real estate transfer tax. At that time, the City of Milford was taking advantage of an amendment to the State Statutes by which the existing two percent real estate transfer tax collected by the State would be reduced to 1.5 percent.

At the time of adoption, a provision was included to exempt first-time homebuyers from the tax. At the time this was discussed, this exemption was to benefit both the first-time homebuyer and the seller of the home as this fee had historically been split between the buyer and the seller.

Earlier this year, as part of the budget process in Sussex County, they amended the real estate transfer tax section of the County Code. The Sussex County text was nearly identical to the City's and the first-time homebuyer transfer tax exemption applied to all of the County portion of the tax and the seller had the advantage of getting the benefit of selling to a first-time home buyer. Sussex County amended that to give the benefit only to the buyer which, according to David Rutt, was the original intent of the exemption. So, this summer there has been confusion for transactions taking place in the Sussex County portion of Milford due to the change by Sussex County to give the tax break solely to the buyer, while the Milford Code is written so that the tax break applies to both parties. (Kent County reportedly is considering changing their practice as well.)

Real estate transactions in Milford for the first six months of 2017 records were reviewed by staff. There were 29 transactions that involved first-time homebuyers (22 in Sussex County and 8 in Kent County). Sale prices ranged from \$45,000 to \$476,500, with an average of approximately \$164,890. As a result of the first-time homebuyer exemption, the City gave up \$71,727 in six months to both buyers and sellers.

If the City follows the lead of Sussex County, and sales continue at an annual rate consistent with the first six months of 2017, by applying the exemption only to the first-time homebuyer and not the seller, the City would receive approximately \$71,000 in additional revenue. This additional revenue, along with current realty transfer tax revenue, must be segregated from the City's general fund and expended solely for the capital and operating costs of public safety services, economic development programs, public works services, capital projects and improvements, infrastructure projects and improvements and debt reduction.

Recommendation

It is recommended that the City Council adopt Ord. 2017-22, amending Chapter 178 to modify the Real Estate Transfer Tax First-time Homebuyer Exemption to apply only to the buyer. This will help grow a fund that can support future facility needs for the Police Department, to make street or other infrastructure improvements or to promote economic development.

02.27.89

-5-
Public Hearing - Council (Charter amendments)

these services first, the residents who have been in City limits for many years, or those who are newly annexed.

Mr. Coverdale recommended that since, in most cases, it is the people who refuse to be annexed, it would be Council handling this twice a year, and that the time period remain at one year. Mr. Payne expressed his agreement.

SECTION FOURTEEN: Section changes schedule of initial elections which would be required due to change in terms from two years to four years.

SECTION FIFTEEN: Deletes unnecessary section.

SECTION SIXTEEN: Section redefines correct territory limits of Milford and correct Milford wards as determined by recent reapportionment.

This includes mostly minor annexations and one larger one but not the one currently under litigation, and it addresses the internal ward boundaries as opposed to the corporate boundaries.

Mr. Payne reported that he has reviewed the changes for this Section and in comparing it with the present description has found no changes. Mr. Fuqua and the City Manager will review this.

Mr. Ron Lawrence asked if Council had considered his recommendation to look at redistricting after the census, and Mr. Frederick said they had not inasmuch as the City does not get the census data until several years after it has been conducted.

SECTION SEVENTEEN: Requires any serving Councilperson to resign Council seat prior to filing to run for Mayor.

* SECTION EIGHTEEN: Grants Milford authority to enact realty transfer tax ordinance subject to referendum approval.

Mr. Fuqua explained that the maximum for such a tax would be 1%, similar to that of several other Kent & Sussex municipalities. If it is enacted, he said, a referendum would have to be held and it would have to be passed by a majority; also, Council would have to approve it by a two-thirds vote.

Mr. Randy Marvel voiced his opposition to the proposed transfer tax, calling it a "regressive tax" and stating that it would prevent a lot of young buyers from buying their first home and, also, senior citizens from selling their homes. "I don't think the City needs a tax of this type," he said.

MILFORD CITY COUNCIL

MINUTES OF MEETING
September 28, 1998

A special meeting of Milford City Council was held in Council Chambers on Monday evening, September 28, 1998.

PRESIDING: Honorable Mayor Joseph R. Rogers

IN ATTENDANCE: Councilpersons Martha W. Flick,
Lawrence E. Lewis, Abraham Ellison,
Bruce M. Topol, Owen S. Brooks, Jr.,
Douglas E. Morrow, Franklin A.
Fountain and Katrina E. Brown.

Also: Richard D. Carmena, City
Manager; James A. Fuqua, Jr., City
Solicitor; and June G. Barto,
Secretary.

The meeting was called to order at 7:05 P.M.

1. Adoption of Real Estate Transfer Tax/Ordinance #12-1998

The City Solicitor reported that the State Legislature has changed the State law to provide that the local transfer tax, whether county or municipal, could be increased to one and one-half percent. The State's transfer tax had always been two percent and this said that if any local government adopted a one and one-half percent transfer tax, the State, in effect, would reduce its transfer tax to one and one-half percent. If the local jurisdiction does not have a one and one-half percent transfer tax, then the State's will remain at two percent. He also reported that in light of this new legislation, a local one percent tax transfer tax can be the same as one and one-half because the State will kick be kicking in the extra one-half percent.

Over the last several years, the county and most of the municipalities have adopted a transfer tax, he said, and Milford and Seaford were probably the only ones in Sussex County that had not. Seaford did adopt one on August 24th and although, historically, realtors have been opposed to it, it does appear that Milford is about the only place left in Sussex County that doesn't have it and with the extra one-half percent the State is kicking in, it seems to be something that is necessary.

The ordinance being proposed is based on both the Sussex County Ordinance and the State of Delaware Ordinance and although it is rather technical, it covers what is tax exempt and also what is a taxable event. He also pointed out that there is a restriction on any money raised by the transfer tax as to how it is used, and that appears in Section 178-12. It requires it be

put into capital and operating costs for public safety services, economic development programs, public works services, capital projects and improvements, infrastructure projects and improvements and debt reduction.

Milford realtor, Randy Marvel, addressed Council and said that although he is opposed in principal to the proposed ordinance, he does understand the situation in which the State legislature has put the City and future revenue, but it is important to realize this will be a tax increase for Milford. It will mean an extra \$1000.00 on a \$100,000.00 house that will have to come from someone's pocket.

He referred to the proposed ordinance's first-time home buyer's exemption and Mr. Fuqua explained that it would be a 100% exemption for anyone who had never before purchased a residence; they sign an affidavit and there is no municipal transfer tax. The State does not exempt first-time buyers, he said, but both Kent and Sussex Counties do. Mr. Marvel said that, normally, the transfer tax is split fifty-fifty and he asked if the City will exempt both sides the way the counties do, and Mr. Fuqua said this is correct.

*Mr. Marvel asked if Council has considered any kind of transition period if this ordinance is adopted. His office has a number of contracts that have been written in the last sixty to ninety days that did not anticipate a transfer tax and they haven't been settled yet because of financing. If now, all of a sudden, they have to pay a transfer tax, that's again more money that they will have to come up with that they had not anticipated.

Mr. Fuqua said he believes it is the intention of the City that the transfer tax would be effective for contracts dated after the adoption of the ordinance, and if it is adopted tonight, then it would be in effect on contracts signed tomorrow. However, existing contracts negotiated before the transfer tax was in existence would be honored.

Mr. Marvel stated that although it is great that first-time home buyers will get an exemption, he believes there are other people that could also benefit from this, i. e., retirees, senior citizens, and moderate income people that may already have owned a home and because of a job transfer or a change in home situation have had to move and buy another house. He asked if Council would consider exempting the first \$100,000.00 of a sale price for any single-family residential house but commercial, industrial and multi-family still paying the full transfer tax.

He and the City Manager discussed the revenue projection and the City Manager said the projection for a full fiscal year is \$100,000.00, however, inasmuch as the fiscal year began July 1, the most they could expect would be half of that unless there are some large tracts of land that are sold.

*Note: An ordinance adopted on this date becomes effective within ten (10) days from the date of its adoption.

David Rutt spoke on behalf of the Greater Milford Economic Council and reported that although they were not taking a true position on this issue, the City does have some issues of revenue coming up and needs to consider its revenue base. He reported that Milford is also the only municipality in Kent County without a transfer tax, and that perhaps in Sussex County Slaughter Beach might also be included with Milford as not having one.

Milford needs to consider where it is going to get some additional revenue in light of some of the upcoming development plans it has, he said, and this is one that just about every municipality in the entire state does have. He noted that the proposed ordinance does exempt transfers between parent and child and there are a significant number of transfers without consideration to non-profit corporations.

The City Manager stated that Milford has had a two-year moratorium on its impact fees in an attempt to bring some building in and that has helped, and perhaps the passage of this will somewhat cancel out that. Saw Mill Village has expanded and one of the reasons was because of the moratorium for those impact fees. He also noted that the legislature has put the City in a position where it isn't going to look very good if it doesn't pass the ordinance. The City is certainly going to have issues in the future where it is going to be looking for other ways of raising revenue.

Mr. Ellison asked if a transfer tax is required where a property is given from one family member to another, not a case of parent to child. Mr. Fuqua said that there the transfer tax would be required for the actual value of the property, similar to both County and State ordinances. Sometimes, in situations like that, if the parent is alive they do a two-transaction deed to avoid the transfer tax.

Motion made by Dr. Topol and seconded by Mr. Ellison for adoption of AN ORDINANCE TO AMEND THE CODE OF THE CITY OF MILFORD by deleting and repealing Chapter 178 thereof, "TRANSFER OF REAL ESTATE", and replacing it with a new Chapter 178 to be entitled "REALTY TRANSFER TAX," #12-1998. The motion was carried by the following 6-2 vote:

<u>YES</u>	<u>NO</u>
Mr. Ellison	Mrs. Flick
Dr. Topol	Mr. Lewis
Mr. Brooks	
Mr. Morrow	
Mr. Fountain	
Mrs. Brown	

2. Adoption of Planning Department Fees

Mrs. Brittingham reported that she and the City Manager have gone over her previous recommendations and what Council has before them this evening reflects the revised fees as well as a comparison with Kent and Sussex County's fees. Recommended fees are printed in italics. (A copy is attached to these minutes.)

**PUBLIC NOTICE
ORDINANCE 2017-22**

CODE OF THE CITY OF MILFORD
PART II-GENERAL LEGISLATION
CHAPTER 178
REALTY TRANSFER TAX

NOTICE is hereby given that the following ordinance is presently under review by the City Council of the City of Milford:

WHEREAS, Chapter 178, Section 178-2D. of the Code of the City of Milford currently excepts from the City Realty Transfer Tax transactions where all grantees qualify as first-time home buyers under Section 178-1H.; and

WHEREAS, Section 178-2A. provides that the City transfer tax shall be split equally between the grantor and grantee unless otherwise agreed to by the parties; and

WHEREAS, the City of Milford desires to amend Chapter 178, Section 178-2D. to limit the first-time home buyer exception solely to the grantee's portion of the City realty transfer tax as defined in Section 178-2A, (typically one-half (1/2) of the total City transfer tax); and

WHEREAS, grantors shall still be subject to and required to pay grantor's portion of the City realty transfer tax as defined in Section 178-2A, (typically one-half (1/2) of the total City transfer tax); and

WHEREAS, for purposes of the first-time home buyer exception, grantor and grantee shall be prohibited from contractually modifying the apportionment of the transfer tax, as stated in Section 178-2A to decrease the grantor's portion of the transfer tax;

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. The Code of City of Milford, Chapter 178, Section 178-2, entitled "Rate of tax; when payable; exception", is hereby amended by deleting the language indicated in ~~strikeout text~~ and inserting the underlined language in its place as follows:

~~"D. [There shall be no tax imposed on those]~~ On transfers where all grantees qualify as first-time home buyers, no transfer tax shall be imposed on the grantee's portion of any transfer tax as defined in §178-2A. hereof. For purposes of this article, "first-time home buyer" shall have that meaning given in §178-1H. The first-time home buyer exception shall apply only to the grantee's portion of the transfer tax as defined in §178-2A. hereof and shall not relieve the grantor from payment of grantor's portion of the transfer tax as defined in §178-2A. hereof. For purposes of the first-time home buyer exception, grantor and grantee shall be prohibited from contractually modifying the apportionment of the transfer tax as set forth in §178-2A. to decrease the grantor's portion of the transfer tax. This provision shall apply to all contracts entered into as of October 19, 2017.

Section 2. Dates.

City Council Introduction: September 25, 2017

*City Council Meeting: October 9, 2017

Adoption: October 9, 2017

Effective: October 19, 2017

This ordinance shall take effect and be in force ten days after its adoption.

A complete copy of the Code of the City of Milford is available by request through the City Clerk's office or by accessing the city website at www.cityofmilford.com.

Advertised: Beacon, 09/28/17

*100917 Typo Corrected