

MILFORD CITY COUNCIL  
MINUTES OF MEETING  
March 12, 2018

The City Council of the City of Milford met in Workshop Session on Monday, March 12, 2018 in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware at 6:02 p.m.

PRESIDING: Mayor Bryan Shupe

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

City Manager Eric Norenberg, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

ABSENT: Councilmember James Starling Sr.

*City of Milford Strategic Plan Discussion*

Milford's ICMA Local Government Management Fellow Evan Miller was also present.

Associate Policy Scientist Fran Fletcher and Assistant Policy Scientist Leeann Moore from the University of Delaware's Institute of Public Administration were present to facilitate the workshop and obtain some additional feedback from City Council.

Ms. Fletcher recalled that at the last meeting, they provided an opportunity to put some phrases together which resulted in three short and three longer visions. She then read the selections:

1. Milford a collaborative community with a small town feel that cares about providing opportunities by supporting its residents, attracting business and welcoming visitors.
2. Milford, with its small town feel, is a collaborative, caring community which supports residents, attracts businesses and welcomes visitors.
3. Milford is the caring, collaborative community with a small town feel that provides opportunities by supporting residents, attracting businesses and welcoming visitors.
4. A diverse collaborative community with a small town feel.
5. A small town feel—big time opportunities.
6. A caring, collaborative river town where you belong.

Ms. Fletcher then asked for Council to select the final vision. She reminded Council that the vision is the big overview, umbrella of what Milford aspires to be, will always be that way and never has to change.

Council followed with a discussion about portions of each selection.

Mayor Shupe liked number five adding it seems to be a good sales pitch. Councilman Mergner feels that another piece should be added.

Mayor Shupe said he likes the second portion of number two 'which supports residents, attracts businesses and welcomes

visitors’.

Mayor Shupe had to leave the meeting unexpectedly due to a personal matter. Vice Mayor Morrow then assumed the duties of presiding officer.

Several examples were then talked about though most members favored the ‘small town feel, big time opportunities’ though everyone agreed something else needed to be added.

It was agreed to select the mission and values before a final decision was made on the plan’s vision.

Ms. Moore then referenced the mission and core value choices shown in the Council packet.

She explained that at the last meeting, Council also discussed mission options. The results of that discussion have been narrowed down as follows:

1. The mission of the City of Milford is to provide proactive and responsive municipal government services that continue to improve the overall quality of life for all, in an efficient and cost-effective manner.
2. The mission of the City of Milford is to meet the needs of a growing diverse community by designing plans, managing resources, and creating innovative practices, which are sustainable and economically feasible for the long term.
3. The mission of the City of Milford is to provide proactive, responsive services and fulfill the needs of its diverse community by using innovative and sustainable methods.

Members of Council then chose number three as their favorite mission statement.

Ms. Moore also referenced the discussion at the last Workshop where Council voted on a list of values. Based on those choices, the top five values are:

1. Open and Honest Communication: Effectively and clearly communicate ideas, information, and expectations between team members and to our community in a responsible, transparent manner.
2. Reliable: Ensure and provide consistent, quality services that residents and customers can depend on
3. Respect for Diversity and Equity: Foster and support a culture that values the rich heritage of the City and experiences of our community members, while providing services impartially and fairly to all.
4. Stewards of our Resources: Make the best use of resources, in the short and long term.
5. Commitment to Excellence: Tackle objectives quickly and positively, going above and beyond basic requirements, to create a service-oriented culture through teamwork and collaboration.

She asked if Council believes this list encompasses the values of this community adding that all five will be listed. She asked if anything is missing or something seems inappropriate.

It was agreed to move forward with the five values, noting that the mission is also now complete.

They will now circle back to the vision after they review the content of the plan. Ms. Moore stressed this is a draft plan in content only. The graphics, visuals and what the final document will look like has not been finalized. However, they want the content solidified before the graphics are finalized.

The title will be Press, Play: Vision 2023

That title covers the time frame of the strategic plan though it can periodically be updated.

Ms. Moore briefly reviewed each section of the draft plan (see attached).

#### THE PRELUDE

- CITY MANAGER'S LETTER
- CITY COUNCIL PROFILE
- EXECUTIVE SUMMARY
- THE PLANNING PROCESS
- VISION,
- MISSION
- VALUES

#### OUR CITY

- DEMOGRAPHICS
- CITY GOVERNMENT STRUCTURE
  - Overview of City Departments
  - Milford Organizational Chart

#### CURRENT STATUS/UNDERSTANDING TODAY /WHERE ARE WE NOW?

- NATIONAL CITIZENS SURVEY
- COMMUNITY CONVERSATIONS
- MEETING WITH CITY STAFF
  - Overview of Past Plans
  - Overview of Current Initiatives

#### LOOKING FORWARD

- PUBLIC SAFETY
- ECONOMIC HEALTH & VITALITY
- NEIGHBORHOODS & RECREATION
- MOBILITY
- FISCAL RESPONSIBILITY & COMMUNITY ENGAGEMENT

#### COMMUNITY PARTNERS

#### COMMUNITY CONVERSATION PARTICIPANTS

#### GLOSSARY

#### APPENDICES

- A: NCS COMMUNITY LIVABILITY REPORT
- B: NCS DASHBOARD SUMMARY OF FINDINGS
- C: COMMUNITY CONVERSATION QUESTIONS
- D: PRIORITY AREA CHARTS

A copy of this draft is also published on the website and a few emails with comments have been received.

Comments were than taken from the public (inaudible).

Ms. Moore responded by providing a synopsis of each of the five priority areas. They include public safety preparedness, economic health and development, mobility and infrastructure, neighborhoods and community services and fiscal responsibility and community engagement.

The purpose of tonight's workshop was to provide the public an opportunity to weigh in on these issues in the strategic plan. As a result, Vice Mayor Shupe then officially opened the floor to public comment. No one responded.

ICMA Fellow Evan Miller then read into record the following two comments received via email. He further explained that he sent an email to the Community Conversation attendees (approximately 140). Only two comments were received for inclusion in the packet, though a third response was received today.

See below:

- (1) Bike path extensions. Revitalization of downtown, in the short-term could utilize older vacant buildings to show movies. One impediment to building up downtown is traffic, should be no parking on Walnut and idle cars can be parked behind buildings. Mention of creating a special historical Milford attraction, such as a train or horseback riding.
- (2) More restaurants and fewer businesses that offer little to the walking public and visitors. More American or ethnic food. Businesses similar to Irish gift shop offering items can't buy elsewhere. Book/gift shop. Revitalize Penny Square to include a place offering cool toys or another coffee and bakery or donut shop. Deli that offers sandwiches and subs with open air markets. High end condos that create residency downtown and appeals to the younger generation.
- (3) The only logical way toward achieving a vibrant downtown I believe is to make available upscale multi-dwelling housing within close proximity to the downtown. Bay Health (new center going in South of town) and Nationwide Health (has purchased the old hospital center) is a huge opportunity, like no other Milford will ever see at least within our lifetimes. However, I haven't seen or heard of a whole lot of deep-rooted discussion and outreach efforts being conveyed to Bay Health and Nationwide. Downtown Milford, Inc. for example doesn't seem to have the slightest clue about real economic development or even want to begin talking about real promising opportunities such as this. Meanwhile, the downtown continues a long and dismal cycle of very short-lived small businesses coming and going. There is only much more room for improvement. The experience of walking around the downtown and river walk is not very pleasant, as of recently I am more frequently being approached by panhandlers. I live on the 200 block of South Walnut Street and seem to be constantly picking-up more and more trash litter out of my yard. The loss of Touch of Italy Restaurant (if I'm correct that the deal has fallen through) is an example of a blown opportunity.

A very significant threat to Milford is the fact that the average household income is significantly lower than both the State of Delaware and National Average. Therefore, enticing new healthcare professionals at Bayhealth and Nationwide to purchase a home in Milford vs. looking elsewhere in places such as Dover or Milton is vital. Upscale townhouses, garden style condos, and villa style homes are an option of housing which Milford really doesn't have to offer right now.

I am hopeful that the proposed 55+ community (along Kings Hwy. & the rail tracks; I don't know how many units are proposed) by Nationwide is meeting approval by the City (perhaps scale-down if too dense). The City should either revive the Fisher Hawke Landing (103 upscale condominium units which were over ½ sold already when the project died on the eve of the Great Recession) project or build similar dwellings on this East Sector site next to the old shipyard. The City should still have the plans. Ben Muldrow's November 2015 Master Plan also included a mixed-use project, including residential dwellings on the very same site. I also heard that low income housing is being proposed on or some place near this site. Hopefully, that is a false rumor as this would merit absolutely no benefit to the downtown. Finally, over at the West Sector on the site along Maple Avenue, where God's Way Thrift Store and the State Vehicle Parking Lot currently exist, the City should at least consider a mixed-use project with multi upscale dwellings as an anchor. I have no problem with thrift stores but believe this particular site has to be one of the most prime in all of Milford. With all three of these sites mentioned and a total of perhaps 500 - 600 upscale dwelling units, for starters there is great potential for a significant surge in patronage to the downtown businesses and its attractions.

These new residents would very likely have deeper pockets, be culturally minded, and would generate a demand for new eateries, etc. within the downtown.

Greater Milford would ultimately benefit from building this type of housing at close-in proximity to the downtown. Specific planning for all of this really should have begun as soon as it was known that plans for the New Bay Health Hospital and Nationwide Health at W. Clarke Avenue was definitely moving forward.

The third response was not read into the record though it was included in the minutes.

Ms. Moore then returned to Council's selection of the plan's vision.

Councilman Mergner recommended something similar to 'a small town feel with a diverse culture and community that offers big time opportunities'.

Resident Cindy Schofield was in the audience and recommended 'A small town feel. A diverse collaborative community with big time opportunity.'

Councilman Campbell liked that possibility added to option one '. . . cares about providing opportunities by supporting its residents, attracting business and welcoming visitors'.

Several other options were also considered:

'A small town feel with big time opportunities for all residents'.

'A small town feel with big time opportunities for a diverse community'.

City Solicitor then offered another suggestion which Council liked:

'A diverse, collaborative community with a small town feel and big time opportunities'.

Ms. Moore will then prepare some final vision options though Council will need to make a final decision in April. At that time, the plan will be presented with the full and compiled documents including finished graphics. The vision statement will be the last item to vote on before it is finalized.

City Manager Norenberg clarified that once all of the formatting is complete, they will bring the final plan back on a regular agenda for final adoption by City Council.

He also plans to send the options in his next Friday updates as a reminder for Council.

There being no further matters on the agenda, the Workshop Session concluded at 6:49 p.m.

Respectfully submitted,



Terri K. Hudson, MMC  
City Clerk/Recorder

Attachment:  
Draft Strategic Plan

# “Press Play: Vision 2023”



## TABLE OF CONTENTS

<b>THE PRELUDE</b> .....	#
CITY MANAGER’S LETTER .....	#
CITY COUNCIL PROFILE .....	#
EXECUTIVE SUMMARY .....	#
THE PLANNING PROCESS.....	#
VISION .....	#
MISSION .....	#
VALUES.....	#
<b>OUR CITY</b> .....	#
DEMOGRAPHICS.....	#
CITY GOVERNMENT STRUCTURE .....	#
<i>Overview of City Departments</i> .....	#
<i>Milford Organizational Chart</i> .....	#
<b>CURRENT STATUS/UNDERSTANDING TODAY /WHERE ARE WE NOW?</b> .....	#
NATIONAL CITIZENS SURVEY .....	#
COMMUNITY CONVERSATIONS .....	#
MEETING WITH CITY STAFF .....	#
<i>Overview of Past Plans</i> .....	#
<i>Overview of Current Initiatives</i> .....	#
<b>LOOKING FORWARD</b> .....	#
PUBLIC SAFETY .....	#
ECONOMIC HEALTH & VITALITY .....	#
NEIGHBORHOODS & RECREATION .....	#
MOBILITY .....	#
FISCAL RESPONSIBILITY & COMMUNITY ENGAGEMENT .....	#
<b>COMMUNITY PARTNERS</b> .....	#
<b>COMMUNITY CONVERSATION PARTICIPANTS</b> .....	#
<b>GLOSSARY</b> .....	#
<b>APPENDICIES</b> .....	#
A: NCS COMMUNITY LIVABILITY REPORT .....	#
B: NCS DASHBOARD SUMMARY OF FINDINGS .....	#
C: COMMUNITY CONVERSATIONS QUESTIONS .....	#
D: PRIORITY AREA CHARTS .....	#

## City Manager Letter to Residents and Employees

### Milford City Council Profile



Member	Ward	Years of Service	Email
Arthur J. Campbell	One	2 Years	<a href="mailto:acampbell@milford-de.gov">acampbell@milford-de.gov</a>
Christopher H. Mergner	One	4 Years	<a href="mailto:cmergner@milford-de.gov">cmergner@milford-de.gov</a>
James F. Burk	Two	3 Years	<a href="mailto:JBurk@milford-de.gov">JBurk@milford-de.gov</a>
Lisa Ingram Peel	Two	3 Years	<a href="mailto:lpeel@milford-de.gov">lpeel@milford-de.gov</a>
Owen S. Brooks J.	Three	36 Years	<a href="mailto:obrooks@milford-de.gov">obrooks@milford-de.gov</a>
Douglas E. Morrow Sr., Vice Mayor	Three	29 Years	<a href="mailto:dmorrow@milford-de.gov">dmorrow@milford-de.gov</a>
James O. Starling Sr.	Four	19 Years	<a href="mailto:jstarling@milford-de.gov">jstarling@milford-de.gov</a>
Katrina E. Wilson	Four	24 Years	<a href="mailto:kwilson@milford-de.gov">kwilson@milford-de.gov</a>

To contact your elected official via telephone, please call City Hall at (302) 422-1111. For updated contact information for current elected officials, please access the City Website at <http://www.cityofmilford.com/175/Member-Information>.

## Executive Summary

In September 2016, the City of Milford embarked on a strategic planning effort. This planning process culminated in the of Spring 2018 with the findings published in this report. The following pages are the result of deliberate and collaborative efforts to understand the needs and concerns of all its citizens. The Strategic Plan strives to create an organizational framework that will be used to drive effective decision-making for City Council and City management through the next five years. This framework lays the foundation for allocating financial and staffing resources, as well as proactively managing natural and environment resources, in order for the City of Milford to thrive and grow.

This plan also includes new vision, mission and values statements, which serve as the decision-making foundation for the City's employees, management, and leadership. This plan also aligns with previous municipal planning documents and unites them into a solid structure for managing change, growth, and development.

Though a deliberate community-engagement process, the Milford's residents identified five priority areas, which are essential for the City's continual improvement, as well as to meet the needs of residents, businesses, and other stakeholders:

- Public Safety and Preparedness
- Economic Health and Development
- Mobility and Infrastructure
- Neighborhoods and Community Services
- Fiscal Responsibility and Public Engagement

This plan outlines the City's goals in each of the priority areas, how the City's departments will implement action plans to meet these community goals, as well as sets a timeframe for achievement.

## The Planning Process

Our Strategic Plan is a road map to guide the City of Milford's planning, staffing and fiscal decisions over the next five years. Over the course of the last two years, the Milford City Council and City staff have worked with the Institute for Public Administration (IPA) at the University of Delaware to develop a better, more comprehensive understanding of the City's current capacity (strengths, weakness, opportunities, and threats) to develop forward-thinking vision, mission, and values.

City Councilmembers participated in individual interviews with an IPA facilitator between August 8-19, 2016. These interviews garnered each Councilmember's views of the City's strengths, weaknesses, threats, and opportunities. Then, at a day-long retreat on September 17, 2016, the City Council had a group discussion about these opinions. This discussion led into a goal-setting exercise, in which Councilmembers were encouraged to set short, 1-2 year goals and long 5-10 year goals for the City. During this discussion, Councilmembers identified ten priority areas:

- Economic Growth & Development
- Encourage & Manage Growth
- Fiscal Policies
- Capital Improvements & Infrastructure Planning
- Public Safety
- Transportation
- Code Enforcement
- Public Works
- Connectivity for the Entire City
- Human Resources Management

These areas informed the questions and areas of focus during the community engagement portion of the strategic planning process. A variety of methods were used when garnering resident and stakeholder input. Community engagement outreach included conducting a National Citizen Survey of residents in the summer of 2017, 18 Community Conversations during November and December of 2017, and the opportunity for residents and stakeholders to submit comments online.

Based on the information gathered, City Council met again in February of 2018 to develop vision, mission, and values statements for the City.

- A *vision* is a general statement that presents a timeless, inspirational view for the ideal future of our City.
- A *mission* is a statement of the purpose of the City; it's reason for existing.
- *Values* statements outline the City's core principals, used to create a positive image among residents, employees, and stakeholders.

## Vision

## Mission

## Values

Open and Honest Communication: Effectively and clearly communicate ideas, information, and expectations between team members and to our community in a responsible, transparent manner.

Reliable: Ensure and provide consistent, quality services that residents and customers can depend on.

Respect for Diversity and Equity: Foster and support a culture that values the rich heritage of the City and experiences of our community members, while providing services impartially and fairly to all.

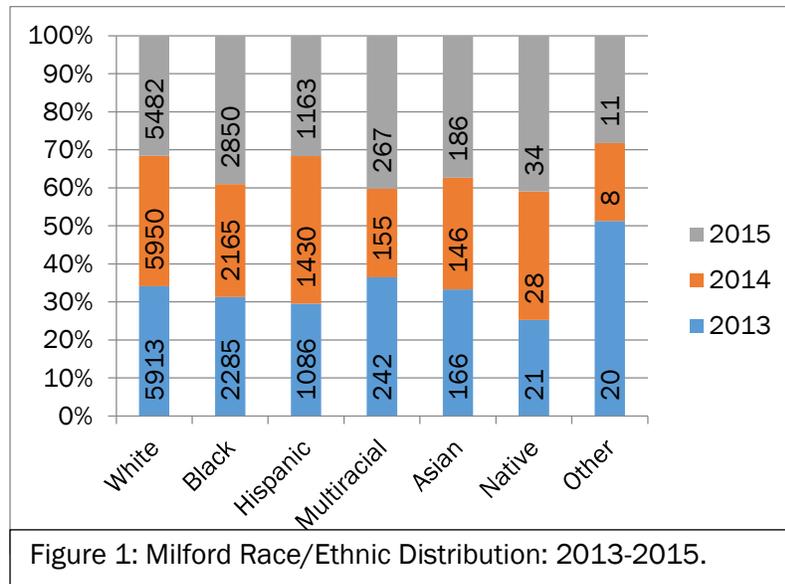
Stewards of our Resources: Make the best use of resources, in the short- and long- term.

Commitment to Excellence: Tackle objectives quickly and positively, going above and beyond basic requirements, to create a service-oriented culture through teamwork and collaboration.

## Our City

With 10,979 residents, the City of Milford is a diverse community, spanning 9.86 square miles between Kent and Sussex Counties. Over the past decade, Milford has experienced consistent growth in both its population and economy. Milford is proud of the fact that it has one of the fastest growing populations in the State of Delaware. Based upon some of the latest data available, Milford boasted a nearly 15% rate of growth between 2010 and 2016 and subsequently had a 3.5% growth in employment between 2014 and 2015.

## Demographic Profile

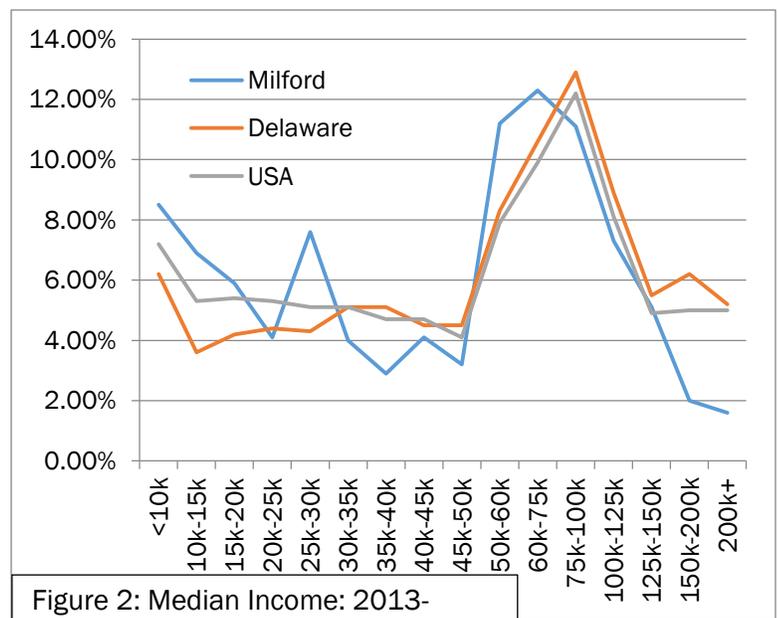


### Milford's Population

- Between 2013 and 2015, Black, Hispanic, Multiracial, Asian, and Native ethnic groups all showed growth (see Figure 1).
- The median age in Milford is 38; almost two years younger than that of the median age in the State of Delaware (39.7)

## Milford Economy

- The median household income in Milford is \$15,887 lower than the state average and \$10,407 lower than the national average (see Figure 2).
- Between 2014 and 2015, there was a 4.2% decline in Milford's homeownership rate. This is lower than the state and national average for homeownership.
- As of 2015, 47.7% of the households in the City of Milford pay below \$800 in taxes. This is lower than both the state and national averages.



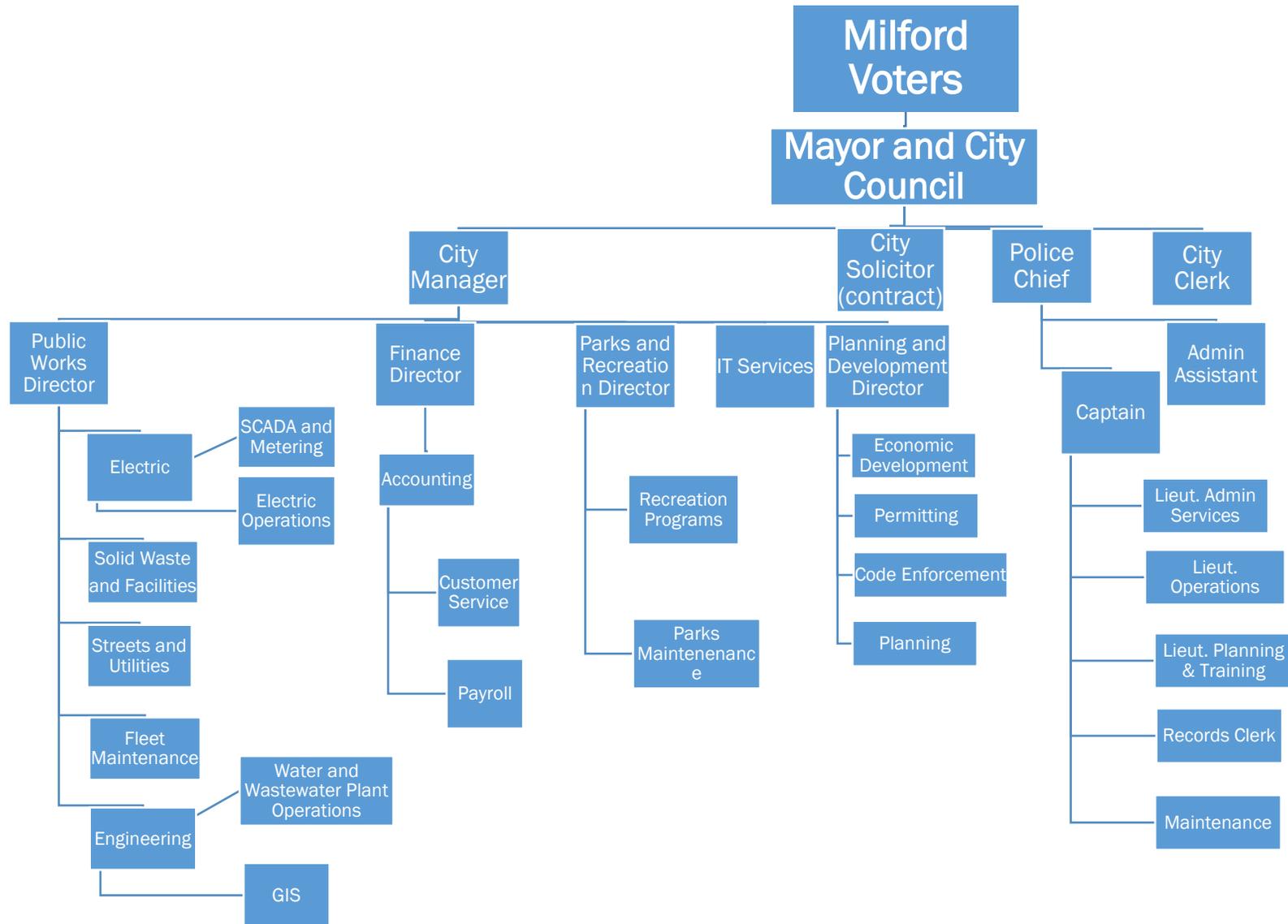
## City of Milford Government Structure

The City of Milford follows a council-manager form of government that combines the strong leadership of elected officials with the strong managerial experience of an appointed manager. In a council-manager government, Councilmembers are the leaders and policy makers elected by the residents of Milford to represent the four wards and to concentrate on policy issues that are responsive to citizens' needs and wishes. The City Council directly oversees the Chief of Police and the City Clerk. A City Manager is appointed by the Council to carry out policy and ensure that the entire community is being served. Below is an organizational chart depicting the council-manager form of government in the City of Milford, as well as an overview of each City Department, its responsibilities, and contact information.

### Milford's Departments

Department	Phone Number	Location	How can we help?
City Hall	302-422-1111	201 South Walnut St.	Mayor, City Manager, City Clerk offices, city voter registration
Customer Service	302-422-6616	119 South Walnut St.	Utility and tax billing, set up/disconnect service, schedule bulk pick up, property assessment
Electric Utility	302-422-1110	180 Vickers Dr.	Power outages, street lights
Parks & Recreation	302-422-1104	207 Franklin St.	Parks and recreation
Planning	302-424-8396	201 South Walnut St.	Building permits, inspections, code enforcement
Police	302-422-8081	400 NE Front St.	Police
Streets & Solid Waste	302-422-1110	180 Vickers Dr.	Street drains, refuse collection
Water & Wastewater	302-422-1110	180 Vickers Dr.	Water leaks, sewer back up

# Milford's Organizational Chart



## Where are We Now?

In order to establish a thoughtful, achievable, and forward-thinking Strategic Plan, it is important to understand where the City of Milford is coming from and what is happening currently.

### City of Milford's Existing Plans

The City has commissioned and produced several plans that take into account many of the community's concerns and priorities. Relevant components and recommendations suggested in these past plans, including the "Bicycle & Pedestrian Master Plan," "Rivertown Rebirth Plan," and the "2018 Comprehensive Plan," are outlined here:

In 2010, the City's *Bicycle and Pedestrian Master Plan* was published in order to incorporate bicycle and pedestrian infrastructure into the City's future planning. This plan demonstrates how to gradually and effectively link residential areas to activity centers. This linkage allows for residents and visitors to easily move about the City without the need for motorized transportation. Some of the key recommendations in this Plan are to:

- Make pedestrian safety and mobility the first priority in activity centers.
- Provide safe access across roads with attention to design of crosswalks.
- Provide pedestrian and bike linkages between neighborhoods, as well as between neighborhoods, schools, parks, and recreational facilities
- Provide bike parking, such as bike racks, at activity centers.

In 2015, the *Milford Rivertown Rebirth Plan 2025*, or "Downtown Master Plan," was published. This Plan is a visual and graphic representation of the goals for Milford's downtown. This Plan divides downtown into "Downtown West," "Downtown Core," and "Downtown East," and makes specific recommendations for each of these areas.

- In Downtown East the Rebirth Plan recommends:
  - Building an amphitheater and /or outdoor festival space.
  - Building a pedestrian bridge
  - Making the Historic Milford Shipyard a tourist destination.
- Downtown Core the Rebirth Plan recommends:
  - Reusing the old bank building for mixed use purposes.
  - Including an Art Town splash pad.
  - Include more parking on the south side away from the river.
- Downtown West the Rebirth Plan recommends:
  - Re use the fire house for mixed use or recreational purposes.
  - Revitalize the gateway into town, beautifying this entry way.
  - Enhancing and beautifying the street spaces with curb extensions, ornamental lighting, and better signage.

The 2018 *Comprehensive Plan* is a deep dive into the process for determining the community's goals and aspirations in terms of the community's growth and development. This Plan makes recommendations to

developing the City's transportation, utilities, land use, economy, and housing. Some of the *Comprehensive Plan's* specific recommendations are to:

- Enable the safe and efficient mobility of residents, using all methods of travel (i.e., biking, walking, driving), via a safe and interconnected transportation system.
- Plan for and provide adequate utilities and services to accommodate the planned growth in Milford.
- Encourage the preservation of areas along all streams, lakes, and ponds by enhancing buffer areas around bodies of water.
- Encourage the inclusion of connected, accessible parks and open spaces in new development.
- Broaden Milford's economic activity beyond Monday to Friday, nine to five, by encouraging businesses, activities, and festivals that will help develop Milford's identity as a great place to work, live, and have fun.
- Encourage a balanced range of housing types and home-ownership opportunities for existing and future residents.

## Community Engagement

Community input and involvement is always a priority. In preparation for drafting this plan, the City of Milford utilized a series of engagement techniques with community members and stakeholders.

### National Citizen Survey:

The National Citizen Survey is a collaborative effort between the National Research Center Inc. (NRC), the National League of Cities (NLC) and the International City/County Management Association (ICMA). The survey utilizes a standardized process that combines high quality research methods with a database of comparable data to help cities and towns understand their residents' opinions, satisfaction, and concerns through a questionnaire survey.

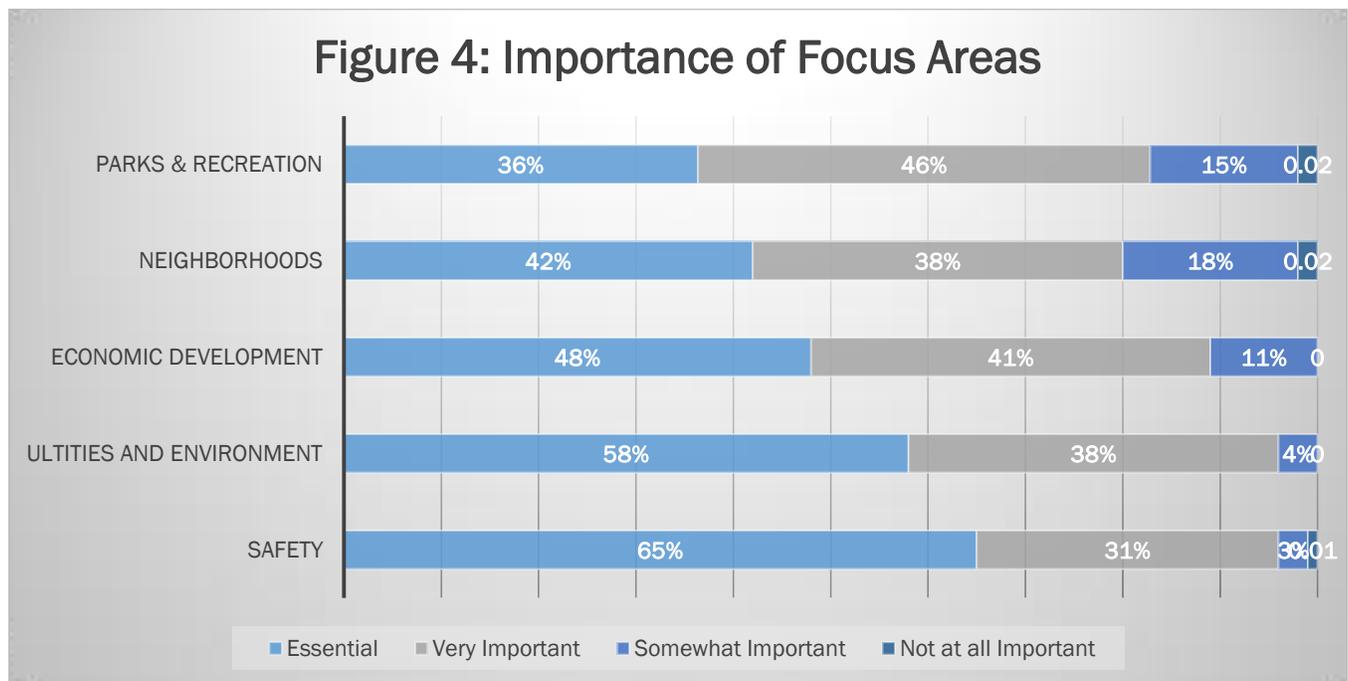
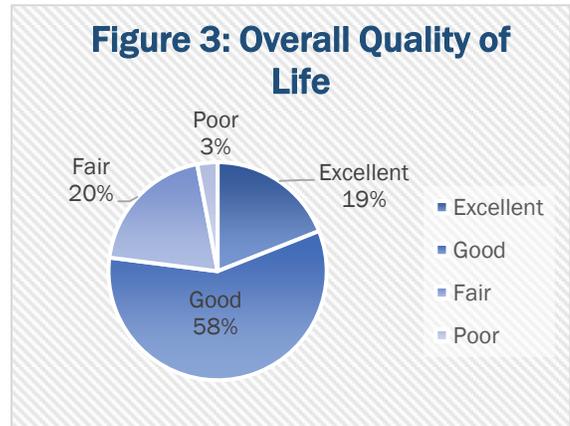
In the summer of 2017, the City of Milford contracted with NCS to conduct a resident survey to capture opinions within three community pillars: Community Characteristics, Governance, and Participation. These pillars were assessed across eight central community facets:

- Safety: Protection from danger or risk (e.g., public safety, personal security and welfare, emergency preparedness)
- Economy: Maintenance of a diverse economy (e.g., vibrant downtown, cost of living)
- Natural Environment- resources and features native to a community (e.g., open spaces, water, air)
- Building Environment: Design, construction, and management of the human-made space in which people live, work, and recreate on a day-to-day basis, including the buildings, streetscapes, parks, etc.
- Mobility: Accessibility of a community be motorized and non-motorized modes of transportation (e.g., ease of travel, traffic flow, walking)
- Recreation and Wellness: Recreation, healthy lifestyles, preventative and curative health care, supportive services (e.g., fitness opportunities, recreation centers)
- Education and Enrichment: Learning, enrichment, and workforce readiness for children, youth, and adults

- Community Engagement: Quality and frequency of social interactions (e.g., civic groups, volunteering)

The survey was sent to a representative sample of 1,435 Milford residents across all four wards. Of these surveys sent, 411 were returned resulting in a response rate of 29%. Based on this representative sample and in comparison to other cities of similar size:

- Residents in Milford enjoy a high quality of life. Three quarters of residents rated their quality of life as “excellent” or “good.”
- Safety is a priority for the community.
  - 96% of respondents indicated that it was “essential” or “very important” for the community to focus on ensuring the police force is well-trained and has the necessary equipment, staff, resources, and facilities.
- Residents emphasized the value and importance of a healthy economy.
  - Overall, Milford’s economic ratings are similar to those in other communities in the United States.
  - However, fewer Milford residents gave high marks to Milford as a place to visit.
  - Less than half of respondents reported positively about the economic health of the community. This included shopping and employment opportunities, cost of living, as well as the vibrancy of downtown.



- Milford residents rated recreational and enrichment opportunities, as well as K-12 education lower than residents of other jurisdictions.
  - Milford residents rated adult educational opportunities significantly lower than residents in other communities.
- While on par with nationwide rating, code enforcement received the lowest marks from Milford residents.
  - 39% rated code enforcement as “excellent” or “good”

The full survey results are included in three separate documents, the *Community Livability Report* (Appendix A) and the *Dashboard Summary of Findings* (Appendix B). These are also available online.

### Community Conversations

A “Community Conversation” is guided discussion conducted with a small, but diverse group of participants, to gather more information on resident and stakeholder views and opinions. A form of qualitative research, these “conversations” consisted of a closed-ended “voting” exercise and a facilitated discussion.

In collaboration with the Institute for Public Administration (IPA), the City of Milford worked to develop more in-depth questions, which targeted the major priorities areas and concerns revealed through the NCS results. The Community Conversations’ questions were segmented into five priority areas, which mirrored the NCS “community facets”:

- Safety: Public safety, personal security and welfare, emergency preparedness
- Economic Health & Vitality: Maintenance of a diverse economy (downtown, cost of living, employment)
- Neighborhoods & Built/Natural Environment: Maintenance and design of open spaces, construction and management of buildings/housing, streetscapes, and parks
- Mobility: Accessibility of the community, ease of travel, traffic flow, walking, and biking
- Recreation & Wellness: Availability of supportive services that promote healthy lifestyles

Upon arrival, participants were asked to use stickers to “vote” on 28 closed-ended questions in five priority areas. A full list of these closed-ended, “voting” questions can be found in Appendix C.

[insert dot question picture]

After “voting,” participants were guided through a facilitated discussion where participants were asked open-ended questions about their perceptions, opinions, beliefs, and attitudes in each of the priority areas outlined above. Questions were asked in an interactive, group setting where participants were free to either answer aloud or were given the opportunity to submit written responses. During this process, responses were captured by a note taker. A full list of these open-ended, discussion-based questions can be found in Appendix C.

IPA and City staff facilitated 19 Community Conversations in November and December of 2017:

- Music School of Delaware: 10/19/2017
- Milford Senior Center: 11/01/2017
- DMI Small Business/Entrepreneurs: 11/06/2017
- City of Milford Employees: 11/06/2017 (2)
- Ward II: 11/06/2017
- Milford School District (Administrators and Key Staff): 11/09/2017
- Ward III: 11/15/2017
- Reformation Lutheran Church: 11/16/2017
- Large Employer Executives: 11/27/2017
- St. John the Apostle Church: 11/28/2017
- Police Department: 11/28/2017 and 11/30/2017
- Chamber of Commerce: 11/29/2017
- Non-Profit Organizations: 11/30/2017
- Ward I: 11/30/2017
- Haitian Community: 12/03/2017
- City Public Works Employees: 12/04/17
- Ward IV: 12/05/2017

The full notes from each [Community Conversation](#) are available on the City's website.

Based on the 18 [Community Conversations](#), residents and stakeholders are most interested in seeing the City work towards:

- Better connectivity between residential areas/neighborhoods and downtown.
  - Residents and stakeholders suggested more sidewalk connectivity, bike paths, and an inner city transportation bus loop.
- Increasing the overall feeling and perception of safety *throughout* the City, not just downtown.
  - Residents and stakeholders suggested: better lighting, less "loitering" through increased Parks & Recreation activities for young adults and adults, and more visible police patrols (biking or walking).
- Making Milford a more attractive place to visit and live.
  - Residents and stakeholders suggested: increasing the variety in the housing market, better and more proactive code enforcement, as well as more recreational opportunities for people of all ages.
  - Residents and stakeholder would like to see a more vibrant downtown, which includes beautifying the gateways & building facades, bringing more businesses to Milford, and more accessible through pedestrian walkways and/or bike paths.
- More engagement and exchange of information about current plans and events, as well as a better way to request information from the City.
  - Residents and stakeholders suggested a notification system for events, the ability to request trainings or practice for floods, storms, etc., and more Q&A or open forums with City officials, outside of City Council meetings.

### Discussions with Council Members, Department Heads, and Staff

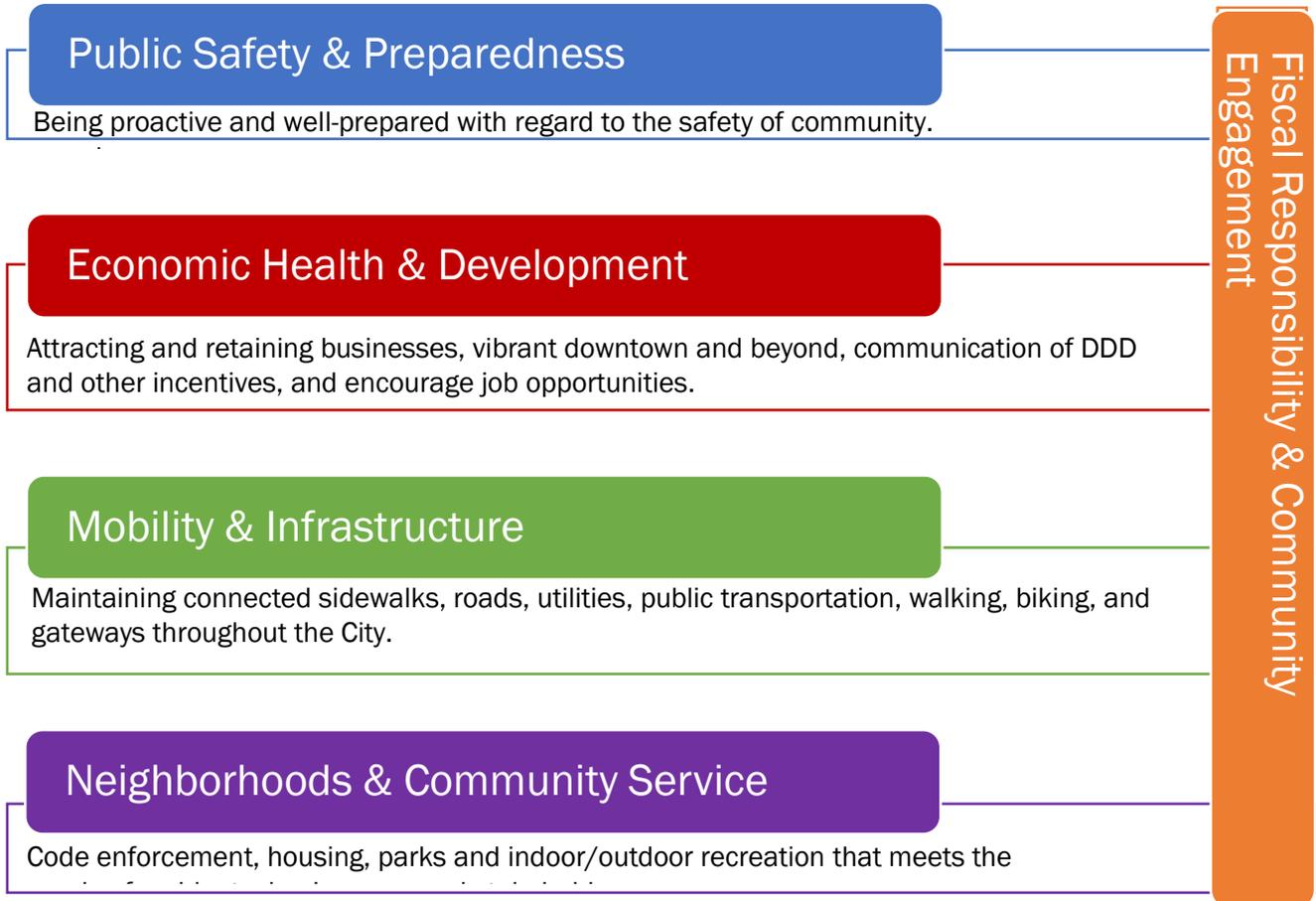
After the [Community Conversations](#), IPA staff met with City Council, City management staff, and Department Heads to present the themes. Based on these results, Department Heads were able to refer to past plans' recommendations, as well as discuss items that they are already working to address.

The feedback from the [National Citizens Survey](#) and [Community Conversations](#), in conjunction with the expertise of Department Heads, Council, and past plan recommendations, staff worked to outline specific

goals and objectives for each of the Strategic Plan priority areas. The culmination of this effort is outlined in the next section of this Plan, entitled “Looking Forward,” as well as in Appendix D.

## Looking Forward

In order to successfully move the City towards its vision and effectively address the needs and concerns of our residents and stakeholders, there needed to be specific and measurable goals. City officials have worked to establish five priority areas, all of which are defined below. One of these priority areas, “Fiscal Responsibility & Community Engagement,” is overarching. While it has its own associated goals, it also has become a part of the action items for each of the other four priority areas.



Each priority area is comprised of a framework. The framework for each priority includes goals, objectives, and strategies for their achievement. Additionally, specific action items, success metrics, a timeline, and community partners are developed by the appropriate Department Heads for each strategy. The following pages outline the framework for each priority area, which will be used during implementation. These details can also be found in Appendix D. The Appendix chart will be regularly updated (at least twice annually) and made available online.

# Priority Area



Figure 5: Priority Area Framework

# Public Safety & Preparedness

Public safety and emergency preparedness was the top priority of residents in the National Citizen Survey, as well as in the Community Conversations. Safety also plays a role in fostering economic growth and bringing new residents to Milford.

## GOAL

Efficiently utilize all police resources (i.e., staff time, personnel, training, and technology)

OBJECTIVE 1- Evaluate and regularly monitor the Milford Police Department's (MPD) workload, including patterns of calls for service, number of reports/crimes committed, and staff time.

- STRATEGY 1- Analyze existing data to understand what emergencies take place, where, and when.
- STRATEGY 2- Identify new tools, technology, and analytics to assist in establishing patterns and make predictions about crime in the City.
- STRATEGY 3- Utilize current and new technology to help collect and analyze data that could aid in establishing shift schedules and better understanding adequate staffing levels.

OBJECTIVE 2- Prepare MPD for future CALEA accreditation by researching standards/expectations.

- STRATEGY 1- Work with the Commission and other accredited Municipal Police Departments to understand the accreditation process.

## GOAL

Reduce crime

OBJECTIVE 1- Make a meaningful reduction in violent crime in the City of Milford.

- STRATEGY 1- Identify the most common types of violent crime in the City of Milford.
- STRATEGY 2- Create a plan of action for each of the most common types of crime.

OBJECTIVE 2- Continue to monitor national and state trends to target and reduce illicit drugs in the City of Milford.

- STRATEGY 1- Partner with statewide agencies that have state-specific data on illicit drug use to identify the types of drugs being used and how they are obtained.

# Public Safety & Preparedness

## GOAL

### Establish and maintain strong and beneficial police-community relations

OBJECTIVE 1- Create a reciprocal and trusting relationship between Milford residents and police officers through consistently proactive, responsive, and visible policing throughout the City.

- STRATEGY 1- Increase visibility of police through more walking patrols, biking patrols, and overall presence.
- STRATEGY 2- Conduct a regular community satisfaction survey to ascertain the community's current feelings about the Police Department.
- STRATEGY 3- Fund and hire more police officers.
- STRATEGY 4- Prioritize and fund specialized training for officers.
- STRATEGY 5- Reinstate the Citizens' Police Academy.

# Public Safety & Preparedness

## GOAL

### Utilize effective, proactive emergency preparedness and public safety strategies

OBJECTIVE 1- Work with the Carlisle Fire Company on evaluating the use of new technology for communication.

- STRATEGY 1- Identify new technologies that could help limit the use of the fire siren.

OBJECTIVE 2- Proactively plan for emergency events (i.e., storms, active shooter, etc.) through regular meetings between all City departments and State, regional and local agencies to ensure plans are up-to-date and compatible.

- STRATEGY 1- Update existing and adopt new City of Milford Emergency Plans, which are compatible with statewide initiatives and plans.
- STRATEGY 2- Ensure excellent internal emergency management coordination of executive leadership, personnel, resources, and communications.
- STRATEGY 3- Educate community about current plans and when plans are adopted or updated.

OBJECTIVE 3- On a regular basis offer and make available preventative training for emergency events (i.e., storms, active shooter, etc.).

- STRATEGY 1- Provide training opportunities for the community upon requests.
- STRATEGY 2- Offer community-wide emergency planning events.

OBJECTIVE 4- Replace the current Police Station with a safe and modern facility to serve community needs.

- STRATEGY 1- Establish a Planning Task Force.
- STRATEGY 2- Develop a public engagement strategy.
- STRATEGY 3- Create a Concept Plan and present to voters through a referendum.

# Economic Health & Development

The economic health and development of the City of Milford was another top priority for residents in the NCS. It was equally as important during the community conversations.

## GOAL

### Enable growth of existing businesses

OBJECTIVE 1- Foster economic activity that will grow the local employment by 4% over the next 5 years.

- STRATEGY 1- Partner to provide and advertise job training opportunities so the Milford workforce is ready for the future.

OBJECTIVE 2- Work with the existing business community in order to develop strategies which foster economic growth for the employers, residents, and visitors.

- STRATEGY 1- Conduct needs assessments of current businesses to identify growth opportunities.
- STRATEGY 2- Develop resources for marketing and promoting businesses.

# Economic Health & Development

## GOAL

### **Foster the establishment of new businesses**

OBJECTIVE 1- Identify opportunities for growth and development of new businesses in Milford by promoting advantages and opportunities in Milford, and leveraging state assistance.

- STRATEGY 1- Create a new industrial park in the City.
- STRATEGY 2- Annually review the process by which new business move to Milford, in order to develop more user-friendly services.
- STRATEGY 3- Continue to provide current incentives for businesses of all sizes.

OBJECTIVE 2- Ensure City ordinances and procedures support new and expanding businesses in order to promote business success in the City of Milford.

- STRATEGY 1- Conduct a business satisfaction survey following completion of interactions with the City.
- STRATEGY 2- Ensure that all business-related organizations and City departments are knowledgeable about development processes for new or expanding businesses through communication and training of City Staff and coordination with partner organizations.

## GOAL

### **Meet the commercial needs of residents, businesses and visitors**

OBJECTIVE 1- Develop a more vibrant downtown, in order to bring more visitors to Milford and promote community pride.

- STRATEGY 1- Implement the Rivertown Rebirth Plan.

# Mobility & Infrastructure

## GOAL

### Proactively maintain our streets

OBJECTIVE 1- Maintain City streets so that 80% are always in “Fair,” “Satisfactory” or “Good” condition.

- STRATEGY 1- Fund street rehabilitation so that all streets rated “Poor,” “Very Poor” or “Serious” condition are completed over the next 5 years.
- STRATEGY 2- Regularly update the Pavement Condition Report
- STRATEGY 3- Proactively repair and repave City streets after making necessary utility and sidewalk improvements/repairs.

## GOAL

### Proactively maintain our utility infrastructure (i.e. electric, water and wastewater systems)

OBJECTIVE 1- Continue to identify and utilize new technology to improve the efficiency and effectiveness of utility services.

- STRATEGY 1- Use SCADA, AMI, and other Smart technology to monitor our electric, water and wastewater systems.

OBJECTIVE 2- Evaluate current condition and put plans in place to maintain or replace City utility infrastructure.

- STRATEGY 1- Conduct regular preventative maintenance
- STRATEGY 2- Establish an inventory of existing utility infrastructure & grade that system on an “Excellent” to “Serious” condition scale.
- STRATEGY 2- Address inflow and infiltration into the wastewater system.
- STRATEGY 3- Address older portions of the City without cleanouts and/or house traps on service lines.
- STRATEGY 4- Address illegal connections to sanitary sewer system.
- STRATEGY 5- Eliminate lead “goose neck” water services.
- STRATEGY 6- Institute proactive replacement program based on the inventory system.

# Mobility & Infrastructure

## GOAL

Address future growth by proactively making improvements to infrastructure

OBJECTIVE 1- Meet annually with the City Manager, City Planner, and Council to project and evaluate wastewater demands required for future growth.

- STRATEGY 1- Sewer: Install force main from SE Pump Station to Kent County Pump Station (evaluate other potential areas that would be in addition to this system such as areas East and West of Route 1 from the Mispillion River, South.)

OBJECTIVE 2- Meet annually with the City Manager, City Planner, and Council to project and evaluate electricity demands required for future growth.

- STRATEGY 1- Consider the installation of an additional substation.
- STRATEGY 2- Consider other ways the City can generate electricity and reduce demand through efficient use.

OBJECTIVE 3- Meet annually with City Manager, City Planner, and Council to project and evaluate water demands required for future growth.

- STRATEGY 1- Evaluate storage demands for water in NW business park and other portions of the City.
- STRATEGY 2- Ensure SE wells are producing what is necessary for future growth.

# Mobility & Infrastructure

## GOAL

**Continue to develop a multi-modal, pedestrian-friendly framework throughout the City.**

OBJECTIVE 1- Include “Complete Streets” best practices as a part of all projected new street or repaving projects.

- STRATEGY 1- Address deficiencies and maintenance issues in the City’s bicycle network.

OBJECTIVE 2- Implement the sidewalk maintenance/replacement program

- STRATEGY 1- Regularly inspect the sidewalks on a 5-year cycle to notify and work with property owners on necessary repairs and/or replacement.

OBJECTIVE 3- Improve existing transportation options and accessibility by evaluating the number of routes, the frequency of routes, where stops are and where they should be.

- STRATEGY 1- Work with DART to improve transportation accessibility within the City and to provide access to key destinations such as the new Bayhealth Sussex Campus and Nationwide Campus.

## GOAL

**Improve traffic management throughout the City.**

OBJECTIVE 1- Work with agency partners to ensure that the safety of pedestrians and drivers are improved.

- STRATEGY 1-Pursue, in coordination with DeIDOT, the creation of a Transportation Improvement District for areas subject to the updated Southeast Master Plan.
- STRATEGY 2- Perform an Engineering Traffic Study within the City.
- STRATEGY 3- Evaluate truck traffic downtown and feasibility of maneuvers at downtown intersections.
- STRATEGY 4- Improve accessibility to and from the East and West portions of the City.

# Neighborhoods & Community Services

## GOAL

### Preserve and enhance the property values and quality of our neighborhoods

OBJECTIVE 1- Ensure properties are safe, attractive, and well-maintained through improved code compliance.

- STRATEGY 1- More proactive code enforcement throughout the City through additional enforcement and revised standards.
- STRATEGY 2- Proactive information sharing and outreach regarding code requirements to landlords, tenants and homeowners.

OBJECTIVE 2- Enhance the City's identity through well-maintained green spaces and parks.

- STRATEGY 1- Establish a beautification and maintenance program for streetscapes and gateways.
- STRATEGY 2- Maintain and appropriately redevelop the current, 200-acres of open space to provide for diverse outdoor recreational activities.

OBJECTIVE 3- During future neighborhood planning and zoning, ensure the inclusion of sufficient open space in and near neighborhoods.

- STRATEGY 1- Connect neighborhoods through biking/walking paths that do not use state highways.
- STRATEGY 2- Establish a planning priority that all new neighborhoods have a minimum requirement for open space and sidewalks/trails to connect with other parts of Milford.

## GOAL

### Encourage a balanced range of housing types and home-ownership opportunities for existing and future residents

OBJECTIVE 1- Ensure a variety of housing options, in varying affordability ranges are available throughout the City, in order to encourage residents of all socioeconomic backgrounds to reside in the City.

- STRATEGY 1- Ensure zoning ordinance provides for a variety/flexibility in housing options.
- STRATEGY 2- Identify ways to bring in more affordable housing options.

# Neighborhoods & Community Services

## GOAL

**Promote a healthy community with recreational activities provided by the City and community partners**

OBJECTIVE 1- Provide residents with more recreation options by partnering with local private and nonprofit agencies in the area.

- STRATEGY 1- Partner with external organizations to gain access to more outdoor and indoor facilities for adult and child sports leagues.
- STRATEGY 2- Create a Recreational Advisory Board which consists of City officials and community partners.

OBJECTIVE 2- Actively promote current recreational opportunities offered by the City and partners.

- STRATEGY 1- Collaborate & partner with recreational and wellness service providers to identify needs/wants for seniors and persons with disabilities and connect them to existing partners.
- STRATEGY 2- Advertise current children's programming.

OBJECTIVE 3- Create more City-sponsored recreational opportunities for adults.

- STRATEGY 1- Establish an adult sports league.

## GOAL

**Bring more tourism to Milford.**

OBJECTIVE 1- Actively promote the variety of ecotourism opportunities in Milford, in order to bring in more visitors and provide residents with more recreational options.

- STRATEGY 1- Continue to hold festivals and establish new events that highlight Milford.
- STRATEGY 2- Advertise on print, radio, social media, other DE park webpages, etc.

OBJECTIVE 2- Develop more river-based activities, in order to bring in more visitors and provide residents with more recreational options.

- STRATEGY 1- Bring water rentals (kayaks, paddle boards, etc.) to Milford during the summer season.

# Fiscal Responsibility & Public Engagement

The goals under this section are also part of overarching goals in each of the priority areas. In other words, it is important that when implementing the strategies in each of the other areas, that City officials keep in mind the following:

## GOAL

### Operate in an efficient and responsible manner

OBJECTIVE 1- Keep community members informed and engaged in the City's activities, programs, and services.

- STRATEGY 1- Translate City communications for the public into Spanish and Haitian Creole.
- STRATEGY 2- In collaboration with the Milford School District, consider jointly hiring a multilingual PIO/Communication Specialist.
- STRATEGY 3- Establish an internal Communications Team to coordinate internal and external communications about the City of Milford.

OBJECTIVE 2- Manage resources wisely and sustainably by maintaining appropriate fund balances and reserves.

- STRATEGY 1- Achieve a structurally balanced budget through diverse revenue sources, smart financial management, comprehensive forecasting, and results-oriented and efficient services.
- STRATEGY 2- Implement and maintain a Five-Year Capital Improvement Plan.
- STRATEGY 3- Achieve and maintain fiscally-sound balances and reserves for all of the City's various funds.
- STRATEGY 4- Ensure Solid Waste, Water and Wastewater utilities are properly funded and that rates are fairly and appropriately set by conducting cost of service studies.
- STRATEGY 5- Identify ways to deal with the high demand for electricity when the cost is at its highest peak, both in the short-term and long-term.

# Fiscal Responsibility & Public Engagement

## GOAL

### Review and update the Strategic Plan

OBJECTIVE 1- Ensure the Strategic Plan is reviewed and updated every 3-5 years to identify accomplishments and establish new priorities, goals, and objectives.

- STRATEGY 1- Complete another resident survey in 2019 and 2021.
- STRATEGY 2- Meet with Department Heads quarterly to review status on goals and objectives previously established. Report semiannually to the City Council and the public.
- STRATEGY 3- Host Community Conversations and aim for even more community participation than previously.

## Community Partners list

Assemblée Chrétienne de la Famille de Delaware, Inc

Baltimore Aircoil Company

Bayhealth

Carlisle Fire Company

Chamber of Commerce for Greater Milford

Davis, Bowen & Friedel, Inc. (DBF)

Delaware Area Regional Transit (DART)

Delaware Department of Transportation (DelDOT)

Delaware Emergency Management Agency (DEMA)

Delaware Hospice Inc.

Delaware Technical Community College

Downtown Milford Inc. (DMI)

Greater Milford Boys & Girls Club

Kent-Sussex Industries

Milford Housing Development Corporation

Milford School District

Milford Senior Center

Music School of Delaware: Milford Branch

Perdue

Reformation Lutheran Church

St. John the Apostle Church

## Community Conversations Participants

This is a list of Community Conversations participants who agreed to be listed in this Plan.

<u>Name</u>	<u>Ward</u>	<u>Name</u>	<u>Ward</u>	<u>Name</u>	<u>Ward</u>
Pat Abel	2	Mary Galligan		Leona Raffio	4
Jennifer Anderson		Sharon Hepford	1	Val Randolph	1
Jennifer Antonik		Walt Hepford	1	Alice Rausch	
Matt Babbitt		David Herron	4	Lang Redden	2
Brian Baer	3	Alicia Hollis		Marcia Reed	2
Barbara Studer Baer	3	Trevor Horsey		Peggy Reilly	1
Ken Behrans	3	Keith Johnson		Bryan Rice	
Ruth Behrans		Teresa Johnson	4	Pastor Andrew Scott	
Paul Bowman		Anne Kling	1	Ed Simon	1
Jan Broulik	2	Judy Lynch	1	Robin Smith	
Jen Byerly	2	Ray Lynch	1	Eugenia Sparks	
Rich Byerly		Keith Markowitz		Glen Stevenson	
Rick Carmean		Joan Marks		Judy Struck	2
Rita Cartright	4	Scott Marks		Dean Tatman	2
Cheryl Clendaniel	1 & 4	Stephanie McDonough	2	Stephanie Tatman	
Sara Croce		Dot McKain		Don Vaughn	
Dan Dond	4	Lucy Mehl		Dean Walston	
Loretta Edmondson	2	Valerie Miller		Paul W. Western	
Mitch Edmondson	2	Joanne M. Milton		Trish D. Western	
Steve Ellingsworth		Ben Muldrow	2	Mark Whitfield	
Ron Evans		Christie Murphy		Renate Wiley	2
Paige Evers		Charles Nordberg		Joe Wiley	2
Eric Evers		Leonard Ott		Eric Williams	2
Tod Van Eyken		Milly Pedersen	1	R. Darrell P. Wilson	4
Bruce Fenerstein		Patti Persia	2	Frank Wisniewski	1
Lisa Fitzgerald	2	Joey Phillips	2	Craig Zychal	2
Franklin Fountain	4	David Pickneil	2	Nadia Zychal	2
Suzannah Frederick	2	Rob Pierce			
Patrica G		Sara Pletcher	2		

## Glossary

**Action Item-** an event, task, or activity, which outlines a specific step in the process of achieving a goal.

**Activity Center-** any place where people gather, such as shopping centers, downtown, schools, recreations centers, the Riverwalk, Library, etc.

**Art Town-** refers to the variety of galleries, shops, and performance spaces in the downtown area.

**Buffer Areas-** a zone that lies between two or more areas. In the case of land use, these are typically used to prevent erosion or overpopulation.

**Community Conversation-** discussion-based gatherings of residents and stakeholders, which were held in order to gather more information about community needs, opinions, and concerns.

**Downtown (Milford's)-** divided into "Downtown West," Downtown Core," and "Downtown East," Milford's downtown consists of the area between Silver Lake and Goat Island. This area consists of all streets and businesses between Causey Avenue/ Southeast Front Street and Northeast Front Street, with an opportunity for development on N. Walnut Street<sup>1</sup>.

**Downtown Core-** encompasses from Warren's Furniture Property to the Historic Milford Shipyard.

**Downtown East-** encompasses from Bicentennial Park to Goat Island

**Downtown West-** encompasses from Silver Lake to the Gateway Arch.

**Gateway-** refers to the main thorough-fairs into and out of the City. Specially on either end of Northeast Front Street and Route 113.

**Goal-** an overall object, aim or desire to be achieved or reached.

**Link(age)-** an infrastructure facility, such as a paved shoulder, sidewalk, or recreational path, that provides a clearly defined way for a bicyclist or pedestrian to get from one destination not the next, without undue conflict with motorists<sup>2</sup>.

**Mixed Use-** refers to utilizing a single space for multiple purposes, such as second floor apartments with first floor retail or restaurant space.

**National Citizens' Survey-** a community's data-based examination of residents' needs and perspectives.

**Objective-** outlines the "what" for each goal; specifying more information about the process for achieving the goal.

**Priority Areas-** topics that are of utmost importance to City officials, residents, and other stakeholders.

**Strategy-** outlines the "how" of each objective; a plan of action or policy designed to achieve the overall aim.

**Success metric-** the mechanism by which the City will measure whether or not a goal is being achieved.

---

<sup>1</sup> As illustrated in the *Milford Rivertown Rebirth 2025 Plan*

<sup>2</sup> *Bike and Pedestrian Master Plan* definition

## **Appendix A**

### NCS Community Livability Report

## **Appendix B**

### NCS Dashboard Summary of Findings

## Appendix C

### Community Conversations Questions

**Safety:** Public safety, personal security and welfare, emergency preparedness

#### *Flip Chart Questions:*

- How important a priority should emergency preparedness planning be over the next 5 years? (emergency preparedness planning includes preparing for major storm events, sea-level rise, flooding, electric outages, as well as educating the public about the City's plans for these events)
  - 1- Essential
  - 2- Very Important
  - 3- Somewhat Important
  - 4- Not Important at all
- Do you believe the City of Milford is prepared for emergencies related to future weather events? [y/n/ not sure]
- Would you support a tax or fee increase for additional police officers? [y/n]
- Would you support a tax or fee increase for additional police officer training, equipment or other law enforcement resources? [y/n]
- Would you support a tax increase to replace the old police station so it meets current needs and safety standards? [y/n]

#### *Open ended Questions:*

- How should the City of Milford focus on the overall feeling of your neighborhood and Milford's downtown in the coming two years?
- How can greater "emergency preparedness" be achieved?
- Do you have any other thoughts related to safety?

**Economic Health & Vitality:** maintenance of a diverse economy (downtown, cost of living, employment)

#### *Flip Chart Questions:*

- Are you concerned about the future of employment opportunities for yourself within the City of Milford? [y/n]
- Are you concerned about the future of employment opportunities for others within the City of Milford? [y/n]
- What types of employment opportunities do you feel are missing from Milford?
  - Administrative
  - Retail

- Technology
- Trade/industrial
- Professional
- Nothing is missing
- Other
- Would you support a tax or fee increase to better promote business opportunities that will create jobs in Milford? [y/n]
- Currently, the City offers economic development incentives in the form of fee waivers and short-term tax exemptions under certain circumstances to promote job growth and capital investment in the community. Would you support a tax increase to generate more resources be used for Economic Development? [y/n]

### *Open ended Questions:*

- Keeping in mind that the City of Milford has limited control over certain aspects of the local and Delaware economy, we want to know your thoughts on the following questions. If your ideas or concerns are out of our control, we may share concerns with state and/or local representatives. What aspects of economic health are most important to you?
  - (potential prompting options: more businesses downtown, more jobs in the downtown development district, better housing market, more business startups)
- What, if any, job training opportunities are you interested in or that someone you know would be interested in?
- What, if any, goods/services can you not find in Milford, that you would like to be able to buy here?
- In your opinion, what would make Milford a more attractive place to visit?
- In your opinion, what would make Milford a more attractive place to live?
- Do you have any other thoughts related to economic health/vitality?

**Neighborhoods & Built/Natural Environment:** maintenance and design of open spaces, construction and management of buildings/housing, streetscapes, and parks

### *Flip Chart Questions:*

- Do you see code enforcement concerns in your neighborhood? [y/n]
- Do you feel comfortable reporting Code Enforcement concerns? [y/n]
- What range for cost of housing do you believe is the most affordable for Milford residents?
  - (RENTAL: less than \$500, \$500-\$800, \$800-\$1000, \$1000-\$1300, \$1300+)

- (BUYING: less than \$100,000, \$100,000-\$150,000, \$150,000-\$200,000, \$200,000-\$250,000, \$250,000-300,000, \$300,000-350,000, \$350,000-\$400,000, \$400,000+)
- Is there enough variety in the types of housing available (i.e.- rental & owned; single family, townhome, apartment, etc.)? [y/n]
- Would you support a tax increase to create or enhance neighborhood parks? [y/n]
- Would you support a tax increase for maintenance or expansion of open spaces? [y/n]

*Open ended Questions:*

- What do you think are the most pressing “code enforcement” issues to be addressed by the City of Milford?
- Do you feel there are barriers or challenges to reporting code violations?
- The City of Milford has a variety of housing options available. Do you have suggestions for additions or changes in what is available to rent or own?
- Do you have concerns regarding the quality of any utilities or other services provided by the City of Milford? If so, please describe?
- Do you have any other thoughts related to neighborhoods?

**Mobility:** Accessibility of the community, ease of travel, traffic flow, walking, and biking

*Flip Chart Questions:*

- The City of Milford has met with DART to discuss improving local bus services. This could include connecting employment and retail centers with neighborhoods and other key destinations. Would you use public transportation (i.e.- bus routes) if it was available? [y/n]
- If improvements to the bikeability and walkability within the City were made, would you be more likely to bike and/or walk? [y/n]
- Would you support a tax increase for upkeep of existing City streets and sidewalks? [y/n]
- Would you support a tax increase to add City sidewalks or pathways to connect neighborhoods? [y/n]
- Would you support a tax increase to introduce a trolley on weekends? [y/n]

*Open ended Questions:*

- In your opinion, how could the City of Milford make it easier to move around the City?
  - FOLLOW-UP: Is there anything in particular that the City of Milford would need to address in order to accomplish this?
- Do you have any other thoughts do you have regarding the mobility?

- Are there any areas of the City that could benefit from more public transportation options?

## **Recreation & Wellness:** availability of supportive services that promote healthy lifestyles

### *Flip Chart Questions:*

- Do you feel that the City of Milford's Parks & Recreation Department offers enough recreational opportunities for children? [y/n]
- Do you feel that the City of Milford's Parks & Recreation Department offers enough recreational opportunities for adults? [y/n]
- In addition to recreational opportunities provided by the City, do you feel other there are sufficient other private or non-profit recreational opportunities available in the community? [y/n]
- Are recreational opportunities easily available / convenient to you? [y/n]
- Would you support a tax increase for adult recreation? [y/n]
- Would you support a tax increase for a community recreation center space? [y/n]

### *Open ended Questions:*

- What, if any, types of recreational opportunities for children would you like to see more of?
- The City of Milford offered a variety of adult sports league programs in the past; but they were discontinued due to a variety of concerns. What, if any, types of recreational opportunities for adults would you like to see offered in the future?
- Do you have any other thoughts regarding the recreation/wellness opportunities in Milford?

## **Participation & Community Engagement:**

### *Wrap-up Discussion Question:*

- The City wants this Strategic Plan and its outcomes to support the needs and priorities of entire community; what suggestions do you have for the City to connect with all segments of community now and in the future?

## Appendix D

### Priority Areas Charts

MILFORD CITY COUNCIL  
MINUTES OF MEETING  
March 12, 2018

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware on Monday, March 12, 2018.

PRESIDING: Vice Mayor Douglas Morrow

IN ATTENDANCE: Councilmembers Christopher Mergner, Arthur Campbell, Lisa Peel, James Burk, Owen Brooks Jr. and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

ABSENT: Councilmember James Starling Sr.

#### CALL TO ORDER

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

#### INVOCATION AND PLEDGE

The Pledge of Allegiance, led by members of Girl Scout Troop 1403, followed the invocation given by Councilmember Wilson.

#### APPROVAL OF PREVIOUS MINUTES

Included in the packet were minutes from the February 6, 12 and 26 (Public Hearing and Workshop), 2018 Council and Committee Meetings. Motion made by Councilmember Morrow, seconded by Councilmember Campbell to approve. Motion carried.

#### RECOGNITION

*Proclamation 2018-03/Girl Scout Week March 11-18, 2018*

Members of Troop were present to receive the following proclamation, read into record by City Clerk Hudson:

PROCLAMATION 2018-03  
GIRL SCOUT WEEK IN THE CITY OF MILFORD

WHEREAS, March 12, 2018, marks the 106th anniversary of Girl Scouts of the USA, founded by Juliette Gordon Low in 1912 in Savannah, Georgia; and

WHEREAS, Girl Scouts of the USA was officially chartered by the US Congress on March 16, 1950; and

WHEREAS, throughout its distinguished history in the World Association of Girl Guides and Girl Scouts (WAGGGS), scouting has inspired millions of girls and women with the highest ideals of courage, confidence, and character; and

WHEREAS, because of the Girl Scout leadership experience, girls develop the skills and lessons that will serve them a lifetime so that they may contribute to their communities; and

WHEREAS, Girl Scouting takes an active role in increasing girls' awareness of the opportunities available to them today in math, science, sports, technology and other fields that can expand their horizons; and

WHEREAS, Girls Scouts continues its legacy as the premier organization for girls knowing that it leaves a lifelong impression on participants, of which nearly 50 million women are former Girl Scouts and living proof of the impact of this amazing

Movement.

NOW, THEREFORE, I, Douglas E. Morrow, by virtue of the authority vested in me as Vice Mayor of the City of Milford, do hereby applaud the commitment Girl Scouting has made to support the leadership development of America's girls and proudly proclaims the week of March 11–17, 2018 as Girl Scout Week.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Milford to be affixed hereto this 12th day of March 2018.

Following, the Girls Scouts recited the Girl Scout Promise.

*Milford High School Exchange Student*

City Manager Norenberg introduced MHS Exchange Student Albert Casabella, who has been in Milford since August. He is from Spain and is sponsored by the Milford Rotary Club. He is presently staying with the City Manager's family after living with two other Milford families previously.

The student then spoke briefly to those present.

MONTHLY POLICE REPORT

Police Committee Chairman Burk presented the monthly Police Report, prepared by Assistant Police Chief Gary Bailey. He noted that the total number of complaints is lower in comparison to this time last year. However, the officers are involved in various aspects of training and networking both locally and nationally.

There being no questions from Council, a motion was made by Chairman Burk, seconded by Councilmember Peel to accept the Monthly Police Report as submitted. Motion carried.

MONTHLY CITY MANAGER REPORT

City Manager Norenberg provided a quick synopsis of his written report noting there is a lot of activity within his various Departments.

Though not a City function, Mr. Norenberg reported that at the last Community Cemetery meeting, he was asked to review the possibility of acquiring funds from the Perpetual Fund Care fund for the Cemetery Fence Project in addition to a couple other maintenance items.

He is hoping they will agree to release some funds within the next couple of weeks.

In addition, a couple of lawnmowers need to be replaced as well as some restoration to some of the headstones or monuments.

Councilman Brooks asked the time frame for the fence; the City Manager explained the wait is to ensure we are able to get funding. PNC is scheduling an Administrative Committee Meeting which will evaluate the request. Once approved, the bid process will begin. He anticipates the project to run around \$90,000.

Councilman Brooks said a lot of citizens are contacting him because they want the fence back up.

Councilman Mergner referenced the Code Enforcement report noting there appears to be a lot of code concerns though the report indicates zero cases have been closed.

Planning Director Rob Pierce reported those numbers were pulled from the software last Wednesday and he will follow up with staff to determine if any cases could have been closed. He agrees with the concern and will report back next month with some clarification.

Councilman Mergner stated that he appreciates the information and effort put into the report.

Councilman Brooks reported that the City has started their new way of inspecting rentals and that fourteen of Landlord Mark Davis' were successfully completed last week.

Mr. Pierce stated that he plans to include that information in next month's report. They did coordinate the inspections with Mr. Davis to ensure the consultant was expected. He did not hear any negative feedback from the landlord.

According to Councilman Brooks, Mr. Davis was really surprised that fourteen inspections were completed in two hours. The Planning Director pointed out that if the units are in good shape, they can be inspected fairly quickly, particularly if they are able to get into the units in a timely manner.

Councilman Brooks knows Mr. Davis on a personal level and has told Mr. Pierce for over a year that Mr. Davis does a good job with his rentals.

Councilmember Peel moved to accept the Monthly City Manager report, seconded by Councilmember Campbell. Motion carried.

#### MONTHLY FINANCE REPORT

Vice Mayor/Finance Committee Chairman Morrow reported that through January 2018, we are seven months through Fiscal Year 2017-2018 with 58% of the fiscal year having passed, 63% of revenues having been received and 53% of the operating budget expended.

Our revenues continue to run ahead of schedule at this point in time and our expenses are down approximately 10%. He noted that is the norm until we get into June at which point the revenues and expenses level out.

He stated that Councilman Brooks asked where the payments from the delinquent tax payments are being put. The City Manager stated they go into the same tax account that all tax payments go into. We continue to negotiate payment plans to bring in more revenues. Staff is currently making telephone contact versus the more lengthy legal process for debts in the \$3,000 and less range in an attempt to make all accounts current.

Mr. Norenberg confirmed we have collected approximately \$125,000 since we started this process. Councilman Campbell verified the money has been tracked so we know how much has been collected. Councilman Brooks recommended the delinquent taxes be put in a separate fund from this year's real estate taxes so we will know how much we have.

Mr. Norenberg said he will follow-up with the Finance Director though it is considered receivable taxes from previous years and emphasized that the money is being tracked, both delinquent and current tax payments.

Councilman Brooks said we passed the budget in June and when we start next year's budget, we should have a balanced budget and that money used. Mr. Norenberg explained that it will be part of the fund balance that is used for next year's budget. However, it is not being planned as an extra revenue source to be spent. When Finance Director Portmann calculates the total amount of money available for next year, that will be part of the reserves available.

Councilman Brooks said this year we have \$192,000 in interest and that should be used for next year.

Councilwoman Wilson asked if any properties in the monition sale process were resolved prior to that sale; Mr. Norenberg reported that the individual owner of the business park lots came in three days before the scheduled sale and negotiated a payment plan and has been making payments on time since. He feels the incentive of a monition sale has worked.

Councilman Burk moved to accept the January 2018 Finance Report, seconded by Councilman Mergner. Motion carried.

#### COMMITTEE AND WARD REPORTS

*Milford Plaza Shopping Center*

Councilman Mergner noted that since the new businesses are up and running, traffic has increased and there continues to be a major backup with vehicles using the exit adjacent to Carlisle Fire House and are making a left hand. He has received some concerns about the situation and the delays. Councilwoman Wilson pointed out that has been a traffic problem for many years.

Mr. Norenberg advised that DeIDOT has been informed as these traffic issues occur. They spoke to Carlisle Fire Company about ensuring traffic does not stop when it is backed up to prevent blocking the entrances and exits to the station. He has observed it on different occasions and is aware of the concern.

Mr. Norenberg will follow up with DeIDOT though at this point, it is easier for traffic to exit from the signals by Hardees Restaurant.

Planning Director Pierce then added that as part of the site plan review process, DeIDOT approval was required for the additional retail space though he understands this has been an ongoing problem. DeIDOT reviewed the application and would have recommended any changes to entrance/exits. The only thing he is aware of are improvements to the right-of-way that were already planned under the previous expansion of the shopping center.

Mr. Pierce is aware they were working with the developer on some minor entrance improvements though he is confident that is more in the area of the intersections.

Councilman Campbell reported that he has had complaints about this area. The new gym that opened in that shopping center has 5,000 members and between 4:00 p.m. and 7:00 p.m. it is very difficult to exit that area.

Residents continue to complain about the fire siren. Councilman Burk and Peel stated they have heard that in Ward Two for years. Councilman Burk recalled the City spending \$11,000 to raise the siren higher on the water tower and it actually made it louder.

Councilman Burk said he has been in many towns and most have fire alarms as Milford does.

Councilman Campbell said he was asked if the firefighters were given beepers though it was pointed out the fire siren is also a warning system for the public to be informed of impending traffic and emergency vehicles.

It was agreed by Councilmembers Burk and Peel that it came up in a number of Community Conversations by residents in November and December.

The City met with Carlisle representatives about some possibilities. Some technology improvements have been discussed with respect to 911 and the fire companies, but that would facilitate different pagers in the future. This will need to be a decision the City works on collaboratively with the fire company at some point. Both the City Manager and the Second Ward Councilmembers are very aware of the complaints.

Councilmember Campbell also reported that a resident has requested a handicapped parking sign by their home. He was directed to give the contact information to the City Manager who will follow up with the Public Works Director.

Councilmember Wilson pointed out that installing a handicapped sign does not mean it is only for that individual's use. Any disabled person is able to park there.

Councilmember Wilson reported that she had an in depth conversation with some representatives of an agency that would like to lease the armory. The services they want to provide in that building will benefit our community and are presently unavailable. She pointed out that the resources that will be offered will almost make it a one-stop shop for many residents.

Councilman Brooks said Salisbury just got a similar one with grant money; Councilwoman Wilson said that is part of their plan. They will do a needs assessment study and based on the outcome, hope to provide those services, some of which Milford may have, but are limited.

Mr. Norenberg reported that their representative met with the Economic Development Committee. Some preliminary approval was obtained from their board and a draft lease is being created for consideration, along with some additional details that will be later presented to that Committee. He agrees it will be a collaboration of agencies of which some, may only be there for a day each week and are typically housed out of Wilmington.

Once the Economic Development Committee meets, they will make a recommendation to City Council.

Councilmember Wilson also reported there is an extremely large pothole at the corner of PNC Bank and the entrance to Milford Square. Mr. Norenberg will have it checked out.

#### COMMUNICATIONS AND CORRESPONDENCE

Responses for the March Delaware League of Local Governments dinner are due tomorrow, March 13<sup>th</sup>. Please contact Deputy City Clerk Christine Crouch if interested in attending.

DEMEC is hosting its Joint Council Briefing on May 22<sup>nd</sup> at Dover Downs. More details to follow.

The City Manager reported there will be a limited number of seats at the April SCAT meeting in Millville. Therefore, it is necessary to respond immediately to ensure your attendance.

#### UNFINISHED BUSINESS

No unfinished business to discuss.

#### NEW BUSINESS

##### *Resolution 2018-05/CDBG Matching Funds/West Street Sidewalks*

Planning Director Rob Pierce referenced a commitment resolution required for an ADA Curb Ramp Compliant and Sidewalk Project. He referenced the scope as shown on the map (see packet). Income areas were required to ensure the project area was income-eligible. It does meet the requirements of the CDBG Program for an Infrastructure Grant.

The grant covers 85% of the project costs and City will be responsible for 15% though that will most likely be by way of in-kind services.

Mr. Norenberg added that though we don't know the exact time line, once we get notice, we will budget the matching funds for the next budget year.

Councilwoman Wilson moved to adopt Resolution 2018-05, seconded by Councilwoman Peel:

#### Resolution 2018-05

WHEREAS, The City Council for the City of Milford, Delaware, hereby authorizes its Mayor, Bryan W. Shupe, to apply for the Fiscal Year 2019 Community Development Block Grant (CDBG) for the installation and replacement of accessibility ramps and the installation of sidewalks along West Street. The total estimated cost for this project is Two Hundred Thousand Dollars (\$200,000.00).

THEREFORE, BE IT RESOLVED that the City of Milford agrees to pay matching funds or "in-kind" services for the said project in the amount of Forty Thousand Dollars (\$40,000.00).

BE IT FURTHER RESOLVED, that this Resolution was passed by a majority of the Council of the City of Milford on the 12th day of March 2018.

Motion carried.

*Teamsters Local 326/Amendment to Agreement/Shift Differential*

City Manager Norenberg explained City Council is aware of the ongoing negotiations of their contract renewal. During that process, the Police Department's staff has requested ways to make the payroll process easier.

He recalled another payroll amendment that was approved two months ago and made effective March 4<sup>th</sup> which was the last item negotiated in the most recent bargaining session. If Council is agreeable and the amendment is approved, he asked it be effective March 4<sup>th</sup> to coincide with the current payroll period.

The same language would be incorporated into the new contract being negotiated.

Chief Brown reported this is something that has occurred over the past couple of years. It provides an officer working between 7:00 p.m. and 7:00 a.m. an additional \$1 more an hour. The current language only covered those officers working the normal twelve-hour shifts. An officer called in for any reason did not receive the additional pay. This request actually came from his Staff which would make the payroll process easier because of the difficulty the Department's Payroll Person is having. Simplifying the payroll process is the reason for these minor amendments to the contract.

The Chief confirmed the financial impact would be minimum and only includes Officers who are called in even though that rarely happens with the exception of the Detectives.

Chief Brown said when this was instituted, the intention was to give everyone who worked that time period \$1 more an hour. However, the language was not clear and some of his employees were left out.

Councilmember Burk moved to approve the following amendment to the current Teamsters Contract, effective March 4, 2018, seconded by Councilmember Campbell:

AMENDMENT TO AN AGREEMENT  
JULY 1, 2014 to JUNE 30, 2018 BETWEEN  
MILFORD POLICE DEPARTMENT GENERAL TEAMSTERS LOCAL 326  
AND THE CITY OF MILFORD, DELAWARE  
AMENDMENT EFFECTIVE March 4, 2018

8.5 Shift Differential

- 8.5.1 The amount of shift differential pay shall be calculated for each hour actually worked between 7:00 p.m. and 7:00 a.m., at the rate of \$1 .00 per hour.
- 8.5.2 Shift differential shall not become part of base pay and shall be paid bi-weekly.
- 8.5.3 Shift differential is not payable for hours worked on Special Duty or Grants.

Motion carried.

*Resolution 2018-04/Walnut Village/Phase I/Sidewalk and Utilities Acceptance*

The following request was submitted from Randy Marvel, Managing Member, Walnut Village LLC:

On behalf of Walnut Village, LLC, the developer of Walnut Village respectfully requests that the City of Milford grant acceptance of the water distribution system, sewer system, and all public streets in Phase 1, of Walnut Village, including Thelma Lane and part of Eleanor Lane. The City has received the one year maintenance bond for this phase.

Planning Director Pierce confirmed that sidewalks have been installed as homes have been built in this section. All physical improvements have been completed and the developer recently added the top coat which made the request eligible for acceptance.

Councilman Campbell moved to adopt Resolution 2018-04, seconded by Councilmember Wilson:

## RESOLUTION 2018-04

WHEREAS, Chapter 200 provides that public roads and public utilities shall be accepted into the City of Milford's street system and public utility system by resolution of City Council; and

WHEREAS, the Public Works Director and City Engineer have determined the water distribution system, sewer system, easements, sidewalks and public streets included in a portion of Phase 1 of Walnut Village Subdivision have been completed in accordance with City standards and requirements; and

WHEREAS, the portion of Phase I to be accepted includes Thelma Lane from South Walnut Street to the southern lot line of Lots 46 & 78 and the portion of Eleanor Lane from northern intersection with Thelma Lane to the eastern lot lines of Lot 15 & 60, as depicted on the Walnut Village Subdivision Plan dated October 17, 2005, recorded in Sussex County, Plat Book 108, Page 145, on October 6, 2006; and

WHEREAS, approval to operate those utilities has been obtained from the applicable State agencies; and

WHEREAS, Walnut Village LLC has provided the City of Milford with a maintenance bond for 10% of the value of public improvements and public utilities warranting said improvements for one year from the date of acceptance; and

WHEREAS, said developer has provided as-built drawings of the utilities to the City.

NOW, THEREFORE BE IT RESOLVED that the City Council of the City of Milford during a regular session of Council, by a favorable majority vote, accepts the water distribution system, sewer system, easements, sidewalks and public streets in the Walnut Village Subdivision, Phase I, that are to be dedicated for public use into the City of Milford's street system and public utility system.

BE IT FURTHER RESOLVED, that the City of Milford shall assume responsibility for the future maintenance and repair of the water distribution system, sewer system, easements, sidewalks and public streets in Walnut Village Subdivision, Phase I, as noted in this resolution.

Motion carried.

*Introduction/Ordinance 2018-07/Chapter 88/Building Code*

Vice Mayor Morrow introduced Ordinance 2018-07 and asked the Planning Director to comment.

Mr. Pierce advised that this ordinance is an amendment to Chapter 88, which would repeal the current version and adopt an updated Code, which includes the adoption of the 2012 IBC/IRC Building Codes. This would bring Milford current with Kent and Sussex Counties. The ordinance is scheduled for adoption at the next Council Meeting.

*Introduction/Ordinance 2018-08/Chapter 55/Personnel Code*

City Manager Norenberg introduced Ordinance 2018-08. He explained that a large majority of our Personnel Manual has not been updated since the early 1990's. There have been a few updates in various sections though never officially incorporated into the text.

This amendment has been under development for over a year. A number of meetings have been held during which time City Staff reviewed the manual. There has also been an official legal review of the document.

Noting there are forty plus pages, he asked that Council take some time to review it. He welcomes any questions between now and the next meeting.

Vice Mayor Morrow recommended Council be emailed a copy of the current Personnel Manual as well as any new changes in order for Council to compare the differences. He wants Council to be informed of any substantive changes being made.

The City Clerk will email those documents, along with the proposed Employee Manual.

EXECUTIVE SESSION

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

Pursuant to 29 Del. C. §10004(b)(4) Collective Bargaining Matters

Pursuant to 29 Del. C. §10004(b)(9) Personnel Matter

Motion carried.

Vice Mayor Morrow recessed the Council Meeting at 7:58 p.m. for the purpose as is permitted by the Delaware Freedom of Information Act.

*Return to Open Session*

City Council returned to Open Session at 8:12 p.m.

*Collective Bargaining Matter-Police Teamsters Negotiations*

*City Manager Evaluation*

Vice Mayor Morrow announced that no action was needed as a result of the discussions.

ADJOURNMENT

There being no further action, Councilmember Burk moved to adjourn the Council Meeting, seconded by Councilmember Mergner. Motion carried.

Vice Mayor Morrow adjourned the City Council Meeting at 8:14 p.m.

Respectfully submitted,



Terri K. Hudson, MMC  
City Clerk/Recorder