

City of Milford



CITY COUNCIL AGENDA Monday, July 13, 2020

In accordance with the State of Emergency Declaration issued by Governor John Carney that became effective on March 13, 2020, and as extended, all public meetings of the City of Milford shall be conducted electronically through Zoom until further notice to prevent unnecessary public gatherings.

This meeting is available for viewing by the public by accessing the following link: <https://zoom.us/j/98768291452>
Members of the public may also dial in by phone using the following number: (346) 248-7799 Webinar ID: 987 6829 1452

Public comments are encouraged on the items as noted on the agenda and must be submitted via email to cityclerk@milford-de.gov no later than 7:00 p.m. All public comments received will be read into the record at the meeting. Public comments during the meeting are limited to three minutes per person.

6:00 P.M. WORKSHOP

Staffing Analysis Presentation/Pinnacle Change, Inc.

7:00 P.M. COUNCIL MEETING

Call to Order - Mayor Archie Campbell

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

Proclamation 2020-12/Honoring Outgoing Councilmember Lisa Ingram Peel iv

Monthly Police Report

Monthly City Manager Report

Monthly City Finance Report

Committee & Ward Reports

City Council Committee Assignments

Communication & Correspondence

Unfinished Business

New Business

Adoption/Resolution 2020-21/Designating Signers & Authorizing Electronic Signatures [Ⓟ]

Authorization/Police Department/Body Camera Equipment & Contract

Adoption/Resolution 2020-22/Public Works Department Fee Schedule [Ⓟ] ⁱ

Appointment/City Planning Commissioners

Authorization/Contract Renewal/R&R Realty Listing Services

Authorization/Contract Renewal/First State Inspections Services ⁱⁱ

Introduction of Ordinances:

ORDINANCE 2020-19

Jerry Embleton for a Conditional Use to allow a Mixed Use on 0.121 +/- acres in a C2 Zoning District. Property is located along the west side of N. Washington Street between NE Front Street and NE Second Street., addressed as 0 Washington Street, Milford, Delaware. Present Use: Vacant; Proposed Use: Two-story mixed-use structure containing first floor commercial space and a single second story apartment.

Tax Map: MD-16-183.10-03-57.01

ORDINANCE 2020-20

R&S Construction LLC for a Conditional Use to allow a Single-Family Semidetached Dwelling on 0.19 +/- acres in an R2 Zoning District. Property is located along the south side of SE Second Street between Montgomery Street and Franklin Street, addressed as 212 & 214 SE Second Street, Milford, Delaware. Present Use: Vacant; Proposed Use: Single-Family Semidetached Dwelling.

Tax Map: 3-30-7.17-275.00 & 3-30-7.17-276

ORDINANCE 2020-22

Cosmo Properties LLC for a Conditional Use to allow a Daycare to be known as Triumph Youth Center on 2.08 +/- acres in a C3 Zoning District. Property is located along the north side of Milford-Harrington Highway, approximately 2,200 feet west of the Route 113 intersection, addressed as 350 Milford-Harrington Highway, Milford, Delaware. Present Use: Shopping Center; Proposed Use: Same with Daycare.

Tax Map: MD-16-173.00-01-08.00

EXECUTIVE SESSION ^{iv}

Motion to Recess into Executive Session

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

Return to Open Session

Legal Issues

Adjournment

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

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

[Ⓟ] Public Comment, up to three minutes per person, will be accepted.

041420 061820 063020 070620

070720 070820 070920 Agenda Amended as Noted Below and (Re)Posted

i Rewording

ii Addition

iii Item Removed

iv Omitted in Error/Addition



Staffing Analysis

All Operational Departments (excluding Law Enforcement)

May 2020

Report Preparation Approach

The Staffing Analysis was a rigorous assessment of the staffing levels in place for all operating Departments of the City of Milford (City), excluding Law Enforcement (Assessment). Our work extended beyond staffing level analyses, as we examined key operational aspects underlying City efficiency and effectiveness. This approach yielded operational improvement opportunities and an extensive Report.

The recipients of this Report are diverse, with different levels of City knowledge, responsibilities and Assessment interests. We organized the Report into three sections, with an Executive Summary followed by two additional sections. Each section goes into more detail than the previous section. This approach allows for:

- Reader choice in deciding which information to review
- Department-specific selection
- Ease of future reference for further action and implementation

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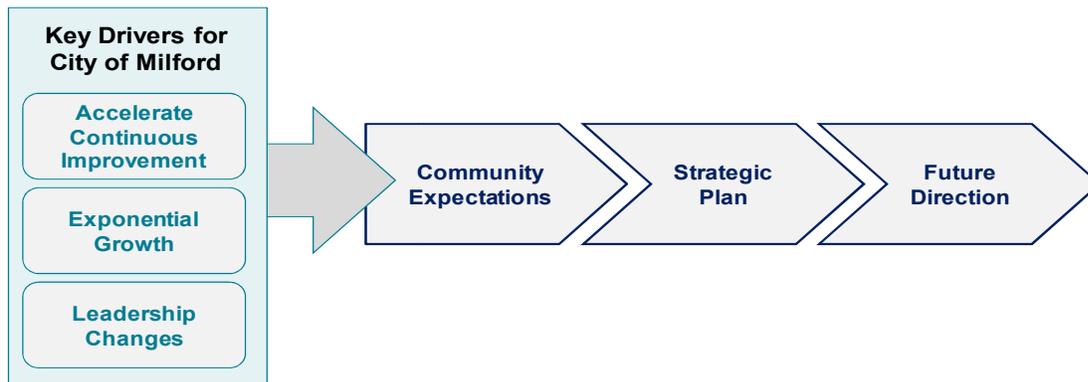
City of Milford, DE – Staffing Analysis for Operational Departments (excluding Law Enforcement)

I. Executive Summary

Section provides the highest level view of actions and results – additional and deeper details are found in Sections II & III.

Project Purpose

While the City of Milford has grown nearly 20% in population since the last census, there have also been leadership changes (through elections, retirements, turnover, etc.) and a continuing need to optimize available resources.



Based on these drivers and community input, the City’s Strategic Plan (targeting 2023) was prepared and published in 2018. In response, as a way to provide needed services to the community, 7 FTEs (net) have been added within the past few years. Plus, additional resources (whether employed or contracted) will be needed to help accomplish specific goals within the strategic plan.

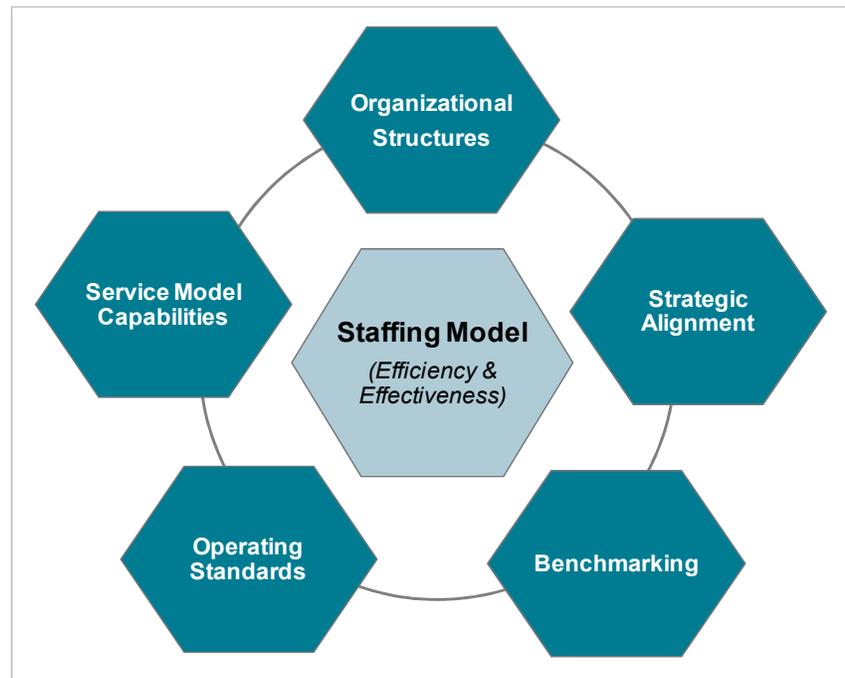
As City Council approved many of the recent staff requests, they also recognized the benefit from having a comprehensive staffing analysis prepared to both confirm staffing levels and identify needs to create a broader, longer range staffing plan.

Best Practices in Staffing Analyses incorporate examination of operations, to gauge overall efficiency and effectiveness. This approach adds valuable context to the quantification of staffing levels, since additional staff should not be used to mask broken processes, nor shortcomings in staff capabilities.

We received excellent cooperation from the City on all aspects of the work. We combined this outcome with the desire to demonstrate good faith and to make an investment in helping improve City operations. Accordingly, we expanded our scope to assess operations in more detail than that originally dictated by the Statement of Work.

The information that follows supports the determinations, observations and recommendations from the staffing analysis performed.

Customized Staffing Assessment Methodology



In performing an impactful staffing analysis, our approach incorporated examination of multiple staffing model elements. These areas of focus included:

- Organizational Structures:
 - Reporting relationships
 - Staff to Supervisor Ratios
 - Related “partner” areas
- Strategic Alignment:
 - Direct Strategic Plan involvement
 - Priority Projects requiring additional resources
 - Anticipated impact of community growth
- Benchmarking:
 - Comparison to peer communities of similar population and characteristics
 - Contrast to applicable High Performing Government organizations
 - Use of specific/unique Departmental benchmarks – whenever applicable
- Operating Standards:
 - Functional business processes
 - Operating practices to prioritize and execute initiatives
- Service Model Capabilities:
 - Skills, knowledge and abilities essential to roles
 - Assessment tools in place for staff evaluation

Staffing Model – FTE Levels Summary

The following table summarizes the staffing level outcomes from our Assessment. The Assessment methodologies used collectively examine your goals and direction, the capabilities needed to achieve the goals, and the efficiency that appears in place, in executing both daily responsibilities and new initiatives. Therefore, both quantitative and qualitative factors come into play, as evidenced by the considerations below. **Detailed Departmental Staffing Assessments are found in Section III.**

FTE Comparison/Impact	2021-22	2019	2017	Considerations
Quantitative				
City Administration	5 to 6	5.5	4.5	- Expand ICMA Fellow from .5 to 1.0 FTE to provide more project and analysis support - Add Chief of State or Deputy City Manager role - Expand technology use to address perceived need for admin position (currently, 1 FTE open - Admin Assistant)
Finance, Accounting	4 to 5	4	4	- Add financial/data analyst role
IT	4 to 5	1.7	1.7	- Add 2 new IT techs - Add CIO role
Customer Service	9 to 10	9	7	- With improved processes, systems and automation, staffing should hopefully maintain or slightly increase with population growth - Find solution for having one location take payments (increase online self-service options)
Planning & Development	6 to 7	5	3	- Addition of City Planner and Economic Development roles
Parks & Recreation	6 to 7	7	6	- Recreation programs expansion is challenging (assume slightly reduced staffing) - Parks Maintenance currently has 1 FTE open
Public Works	43 to 46	39	38	- Add for Flex Maintenance (Facilities, back-up for Solid Waste and Streets & Utilities) - Add for Engineering (Project Management) - Add for Streets & Utilities (due to Water & Sewer loaner) - Add for Water & Sewer (to replace borrowed Meter Tech - also make S&U loaner staff permanent) - Add for additional Fleet Mechanic - Add for expanded usage of Warehouse (beyond Electric) - Take advantage of technology for asset management, work order coordination, maintenance tracking, requisitions, etc.
Qualitative				
Execution Discipline				Increase ownership for Strategic Plan execution (Program vs. Project Management)
Operational Org Structure				For Public Works, consider modifying existing FTEs to foreman or lead positions to free up Supervisors (e.g. Solid Waste, Streets & Utilities)
Create PW Division for Facilities, Grounds & Parks (see potential elements to incorporate at right)				- Consider contract vs. staff for facilities maintenance & custodial - Address Vegetation Management and Urban Forest needs - Align Parks Maintenance under PW - Move selected elements from Streets & Utilities
Redefining Parks, Recreation & Leisure				- Consider rebranding to "Recreation & Leisure" with greater focus on adult activities & programs along with being a shore community - Align Parks maintenance within Public Works
City Employed:	77 to 86	71.2	64.2	

City of Milford Strengths

- We categorize the City of Milford as a high-performing Municipal Government, based on the Staffing Assessment used to examine operational efficiency and effectiveness.
- Collaboration City-wide is strongly encouraged and strongly displayed with both intra-departmental and inter-departmental activities.
- Astute awareness of the need to share resources to maximize returns - both inter- and intra-City of Milford is present, helping maximize use of limited resources.
- Senior leadership recognition of the importance of strong Departmental leadership is impressive. This recognition is complemented by recognition of the importance of pushing accountability down to all organizational levels.
- City leaders demonstrated the conviction to proactively make changes, rather than rest on laurels or accomplishments. This strength fits well with a cultural theme of continuous improvement that is present in most Departments.
- City has a broad-range Strategic Plan and a practical approach to executing on the Plan. This methodology will provide a valuable roadmap to the City in guiding future direction and in achieving strategic goals and initiatives. Our due diligence proved that this approach is in effect but could also use more oversight. See Recommendations/Opportunities below.
- The Community was engaged in helping build the future by providing input in development of the Strategic Plan – which is a critical element for a successful plan.
- Leadership is recognizing the need for metrics-based analyses as a part of the decision-making process.
- Leadership is questioning the status quo and pivoting in response to operate more efficiently and effectively in meeting resident desires and needs.
- Staff dedication toward achieving operating goals is extremely strong in many areas and also includes a willingness to support other departments when needs arise.
- Department and division leaders were extremely open in sharing information regarding their operational area and staffing. This transparency appears to be an asset embedded in City culture.
- Staff is a combination of long-term, experienced staff and newer staff which provides a good balance.
- Using a central Customer Service group as primary point of resident contact for city services is a strong concept and industry best practice.
- Situational leadership is outstanding, as demonstrated by the handling of external forces such as COVID-19 and internal forces such as frequent changes in City Council make-up.

Prioritized Recommendations

The following recommendations represent the areas that could provide the greatest opportunities for improvement to City Operations. They resulted from performing the 5-pronged Staffing Assessment Methodology previously described. The recommendations represent operational Best Practices in high-performing Municipal Governments and are commensurate with City capabilities and forecasted resources.

Item	Recommendation	Now	Later	Longer term
A	Proactively drive execution and action to achieve Strategic Plan goals and objectives.	X		
B	Consider aligning Parks maintenance within Public Works with complementary functions. Determine and pursue future plans and expansion for Recreation.	X		
C	Identify, define, develop and improve Public Works operational and project management tools and resources.		X	
D	Reexamine current City Administration needs against existing roles for skill sets, capabilities and technology usage.	X		
E	Develop Information Technology long range plan – including functions and requirements for supporting City needs – including staffing, resources and known needs.		X	
F	For Customer Service and Administrative Support positions (including 5 of 7 of the most recent staff adds), shift view and utilization from a department-specific perspective to a holistic view for optimizing the benefit of these resources across the entire City.		X	
G	Support and accelerate Customer Service’s current continuous improvement efforts by partnering with independent, expert resources to capture primary function process flows & details and identify key data elements needed to capture for performance metrics essential to properly analyze staffing levels.		X	
H	Explore Planning and Development resources needed to act upon and achieve the significant number of assigned Strategic Plan goals – and address essential roles peer communities already have in place.			X
I	Perform a bottom up analysis of Public Works divisional functions and related effort requirements to determine essential functions and roles – along with identifying optimal alignment and structure.		X	
J	Incorporate contextual elements (supervisor/staff ratios, team lead needs, succession planning, supervisory abilities) as part of the New Staff Request review and approval process – along with applicability to established functional groups.			X

[A] Proactively drive execution and action to achieve Strategic Plan goals and objectives.

- Currently, high-level Strategic Plan progress is periodically tracking and updated by ICMA Fellow, but is not being proactively driven.
- Define and identify a Program management resource to partner with departmental leaders (who own the execution on the goals and objectives) in driving achievement and completion of these Strategic Plan components.
- Design accountability and reporting structure to achieve a greater focus on making the Strategic Plan part of daily functions and initiatives.

[B] For Parks & Recreation, strong consideration should be given to separating parks maintenance from recreational & leisure programming and parks event as Parks maintenance functions may be better aligned with similar Public Works activities and identified needs. Additionally, a strategic or long range plan should be developed to define and expand the future for Recreation.

- Review other P&R agencies' approaches, programming and best practices to determine how to best serve the Community's needs.
- Possibly perform a specialized Parks & Recreation analysis and program evaluation – due to variability in defining what “Parks & Rec” mean to various communities or counties.
- Create a master Parks & Recreation plan with mission & vision statements and related goals – including actions to address Strategic Plan elements – having a strong plan will support any requests for additional staff.
- Depending on mix of events, programs & activities to be provided, perhaps rebrand as “Parks, Recreation & Leisure”.
- See recommendation [I] for discussion related to exploring creation of a Facilities, Grounds & Parks division with Public Works.

[C] Identify, define, develop and improve Public Works operational and project management tools and resources.

- Identify needed and available project management resources, methodology and tools.
- Explore Computerized Maintenance Management System (CMMS) or Asset Management System (whether as part of new ERP system or stand alone). Collect functionality requirements for all PW divisions.
- To support and focus on Strategic Plan projects & goals, identify/add project management resource – especially needed to focus on controlling project resources including contractor coordination.
- Explore project management software options (not currently doing project based expense tracking) – activity-based accounting would be for Public Work's benefit (identified by Engineering division) – not for Finance's.

- Opportunities abound to leverage Technology wherever possible – activity-based daily time tracking, improved GIS usage, outage management system, central work order system, project management, warehouse management bar coding, etc.

[D] Reexamine current City Administration needs against existing roles for skill sets, capabilities and technology usage.

- Assess open administrative assistant role to determine whether technology may be a more effective solution (e.g. voice recognition transcription software to address increase in meeting minutes creation; scanning and indexing system for records management retention etc.)
- Consider expanding ICMA fellow position from part time to full time.
- Consider replacing open admin support position with “Chief of Staff” or Assistant/Deputy City Manager type role.

[E] Develop Information Technology long range plan – including functions and requirements for supporting City needs – both for staffing, resources and known needs.

- Add additional staff (IT techs and CIO) to properly support and lead IT functions (by comparison to IT industry standards).
- Ensure IT operational details are documented and that succession planning is in place.
- Proactively capture known system needs for inclusion in ERP system requirements.
- Review processes and activities for opportunities to use technology and automation in achieving efficiency and effectiveness across all departments & divisions.

[F] While a majority of recent staff additions (5 of 7 FTE) have been for Customer Service and Administrative Support positions, these resources have primarily been viewed and utilized from an individual department perspective (Customer Service, Public Works, City Clerk); however, to more fully optimize the benefit of these resources to the entire City, a more holistic review (of needs, resources, processes, activities, technology, tools, etc.) will heighten the efficiency and effectiveness of multiple areas (see *Resource Coordination for Transactional Activities Support* topic in Section III for more details).

Key items to explore:

- Coordination of resources at common location (e.g. Public Works building for Permitting (Planning & Development) and PW Admin).
- Collection and control of payments (currently at various locations – Customer Service, Permitting, Parks & Rec, Police).
- Getting license renewal billing (Planning & Development) and payments online (either current or new ERP system) and partnering with Customer Service to align accessibility responsibilities.

- Centralized miscellaneous billing (prepared by and/or benefiting various areas) and associated payment collection.
- Administrative or transactional work PW division supervisors handle that PW admin assistants can assume or assist in performing – to free up supervisor time.

[G] As Customer Service is the critical hub for multiple functions and service coordination across the City, accelerate and support current continuous improvement efforts by partnering with independent, expert resources to capture primary function process flows & details and identify key data elements needed to capture for performance metrics.

- Once data and metrics are available, calculate effort required to perform each major activity and determine required staffing levels by primary function.
- Identify opportunities for partnering between departments.
- Add system analyst role to focus on optimizing functionality, automation and user support & training.
 - While there may be existing known system limitations that have delayed expansion of functionality, there are other technology and automation efforts that can definitely be pursued.
 - Defining system functionality requirements will be a key part in the new ERP project.

[H] As Planning and Development has responsibility for a significant number of Strategic Plan goals and has been found to lag behind peer communities in essential roles, City should explore resource needs and define needed roles.

- Assess and determine appropriate roles to add for planning & development oversight – perhaps Deputy Director over “Regulation”, City Planner, and/or Economic Development.
- Accelerate an assessment of Planning & Development functions, processes and requirements to support the new operating structure.
 - Initiate mapping and documentation efforts to ultimately result in procedures for reference and cross training of staff – and also identify opportunities for automating manual processes.
 - Explore opportunities for a centralized, customer-friendly scheduling system (including better management & communication options for text, email, phone, online).
 - Consider creating a new business “concierge” service to guide new business through City processes and regulation as a component of economic development.
 - Make sure to include Planning & Development and Public Works commonalities and differences in all analyses – due to being co-located in the same building.

[I] As Public Works staff are shared and cross trained with flexible assignments crossing defined divisional groups, perform a bottom up analysis of Public Works divisional functions and

related effort requirements to determine essential functions and roles – along with identifying optimal alignment and organization.

New items to consider for inclusion:

- Assess whether Facilities custodial and maintenance functions should be contracted or employed.
- Consider adding 1 or 2 flex positions to float between divisions to support and cover for absences, emergencies and special projects.
- Explore creation of a Facilities, Grounds & Parks division to incorporate many of the following:
 - Facilities cleaning & maintenance
 - Grounds & Parks maintenance
 - Vegetation Management (mowing, weed control, etc.)
 - Organic beautification (seasonal plantings & watering)
 - Urban Forest (arborist, horticulturist, etc.)
 - Tree removal & replanting related to Electric service

[J] As part of the New Staff Request Process, incorporate contextual elements as part of the review and approval process. Additionally, review current functional groups for these elements as well:

- Determine proper supervisor to staff ratios based on activity based analysis, complexity of work activities, independence factors, etc.
- Identify where greatest benefit from having team lead, crew lead and/or foreman roles may exist (influenced by supervisor to staff ratios).
- Periodically review succession planning needs well in advance of planned retirements at all levels – with continuing staff development, properly documented processes and procedures and knowledge sharing.
- Develop supervisor skills and experience to balance leading, delegating and executing efforts.

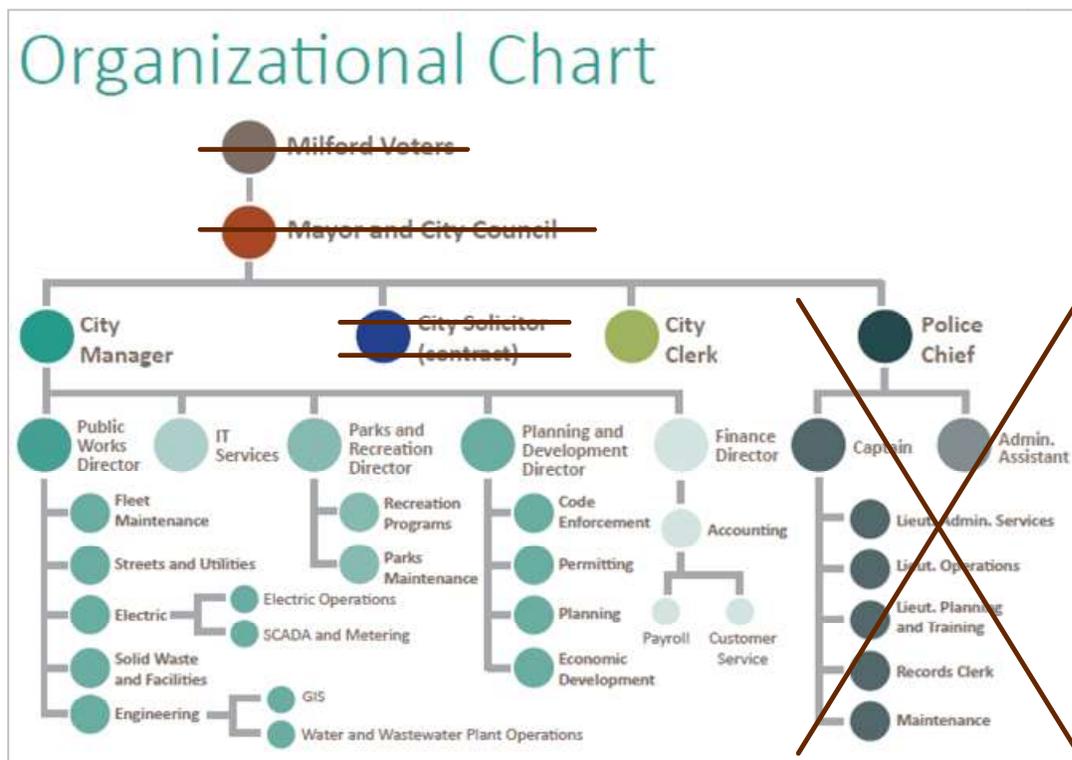
II. Analytical Detail

Section provides additional details on the framework and foundation of the methodology and analytical approach. More specifics and results details are found in Section III.

Project Context

City of Milford has a multi-year strategic plan in place and has also added staffing in various operational groups within the past few years. The City has desired to have an independent analysis of its staffing levels to confirm existing staffing levels and also identify resources needed to properly act upon and achieve the goals of the strategic plan – resulting in a longer range staffing plan.

The scope of this staffing analysis includes all non-law enforcement areas as indicated below.



Current and Historical Staffing FTEs:

FTE Comparison	2019	2018	2017
City Administration	5.5	4.5	4.5
Finance & Accounting	4	4	4
Information Technology	1.7	1.7	1.7
Customer Service	9	7	7
Planning & Development	5	5	3
Parks & Recreation	7	6	6
Public Works	39	36	38
	71.2	64.2	64.2

Strategic Plan – Priority Areas

The City of Milford Strategic Plan was approved for development in 2016 and completed in Spring 2018. Item #2 – Public Safety & Preparedness is out of scope for this analysis. Item #1 – Fiscal Responsibility & Community Engagement – is overarching and influences the goals in other priority areas. See City Administration section for more details on Item #1.

City of Milford

PRIORITY AREAS

- 1

Fiscal Responsibility & Community Engagement
- 2

Public Safety & Preparedness

Being proactive and well-prepared with regard to the safety of community members.
- 3

Economic Health & Development

Attracting and retaining businesses, vibrant downtown and beyond, communication of DDD and other incentives, and encourage job opportunities.
- 4

Mobility & Infrastructure

Maintaining connected sidewalks, roads, utilities, public transportation, walking, biking, and gateways throughout the City.
- 5

Neighborhoods & Community Service

Code enforcement, housing, parks and indoor/outdoor recreation that meets the needs of residents, businesses, and stakeholders.

FRAMEWORK

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

- Goal**
An overall object, aim, or desire to be achieved or reached.
- Objective**
Outlines the “what” for each goal; specifies the process for achieving the goal.
- Strategy**
Outlines the “how” of each objective; a plan of action or policy designed to achieve the objective.
- Action Item**
An event, task, or activity, that outlines a specific step in the process of achieving a goal.
- Success Metric**
The mechanism by which the City will measure whether or not a goal is being achieved.
- Partners**
The people, agencies, and organizations that could help accomplish each action item.

Strategic Plan – Goals and Objectives

Here are the specific goals and objectives for Items #1 and #3 thru #5 – identifying the functional areas engaged and highlighting where additional resources (whether long-term or short-term) may be needed:

Strategic Plan – Goals and Objectives

X

Identified as area where additional resources may be needed (either short-term or long-term)

City Wide	City Administration	Finance / Acctg	Planning & Dev.	Parks & Recreation	General Public Works	Engineering	Streets & Util.	Sewer & Water	Electric
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#1 Fiscal Responsibility & Public Engagement

Goal A: Operate in an Efficient and Responsible Manner

Objective 1: Keep community members informed and engaged in the City's activities, programs and services.	X	X								
Objective 2: Manage resources wisely and sustainably maintaining appropriate fund balances and reserves.	X	X	X							

Goal B: 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.		X								
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#3 Economic Health & Development

Goal A: Enable Growth of Existing Businesses

Objective 1: Foster economic activity that will grow the local employment by 4% of the next 5 years.		X	X							
Objective 2: Work with the existing business community in order to develop strategies which foster economic growth for the employers, residents, and visitors.		X	X							

Goal B: 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.	X	X	X							
Objective 2: Ensure City ordinances and procedures support new and expanding businesses in order to promote business success in the City of Milford.		X	X							

Goal C: 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.	X	X	X	X	X		X			
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Strategic Plan – Goals and Objectives



Identified as area where additional resources may be needed (either short-term or long-term)

City Wide	City Administration	Finance / Acctg	Planning & Dev.	Parks & Recreation	General Public Works	Engineering	Streets & Util.	Sewer & Water	Electric
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#4 Mobility & Infrastructure

Goal A: Proactively Maintain Our Streets										
Objective 1:	Maintain City streets so that 80% are always in "Fair", "Satisfactory" or "Good" condition.								X	
Goal B: Proactively Maintain Our Utility Infrastructure										
Objective 1:	Continue to identify and utilize new technology to improve the efficiency and effectiveness of utility services.					X	X	X	X	X
Objective 2:	Evaluate current condition and put plans in place to maintain or replace City utility infrastructure.					X	X	X	X	X
Goal C: 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.	X		X		X				X
Objective 2:	Meet annually with the City Manager, City Planner, and Council to project and evaluate electricity demands required for future growth.	X		X		X				X
Objective 3:	Meet annually with the City Manager, City Planner, and Council to project and evaluate water demands required for future growth.	X		X		X				X
Goal D: 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.			X		X	X	X	X	
Objective 2:	Implement the sidewalk maintenance/replacement program.			X		X	X	X		
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.			X		X	X	X		
Goal E: Improve Traffic Management Throughout the City										
Objective 1:	Work with agency partners to ensure that the safety of pedestrians and drivers are improved.			X		X				

#5 Neighborhoods & Community Services

Goal A: 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.			X						
Objective 2:	Enhance the City's identity through well-maintained green spaces and parks.				X	X				
Objective 3:	During future neighborhood planning and zoning, ensure the inclusion of sufficient open space in and near neighborhoods.			X	X	X				
Goal B: 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.	X	X		X					
Goal C: 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.					X				
Objective 2:	Actively promote current recreational opportunities offered by the City and partners.					X				
Objective 3:	Create more City-sponsored recreational opportunities for adults.					X				
Goal D: Bring More Tourism to Milford										
Objective 1:	Actively promote ecotourism opportunities in Milford, in order to bring in visitors and provide residents with more recreational options.	X		X	X					
Objective 2:	Develop more river-based activities, in order to bring in more visitors and provide residents with more Recreational options.				X					

Assessment Methodology Components

The following components were used as the basis for the core of the staffing assessment:

External Data

Step 1 – Identify comparable Cities and Towns within the region having similar population size and available budget report data with organizational, role and FTE count information – resulting in the following list:

Staffing Comparison – Cities & Towns (2010 census & 2020 population estimates)					
Map ID	Municipality	Municipality	2010 Census	2020 Pop. Est.	Growth %
---	Milford DE	City	9,559	11,353	18.8%
A	Cambridge MD	City	12,326	12,285	-.3%
B	Elkton MD	Town	15,443	15,640	1.3%
C	Havre de Grace MD	City	12,952	13,792	6.5%
D	New Carrollton MD	City	12,135	12,964	6.8%
E	Takoma Park MD	City	16,715	17,768	6.3%



Step 2 – Where identified peer communities (by size) did not have comparable city services, used contracted services, had service provided by partner agencies and/or did not provide the level of detailed information needed, **Unique Department Drivers were identified** by department. Using these “Drivers”, the scope was expanded to use comparable services provided as the primary criteria (vs. similar population).

The following cities were identified and used for additional assessment for Customer Service and Public Works (Part 2) related to infrastructure and utilities service (Solid Waste, Streets & Utilities, Water & Sewer, Technical Services and Electric.)

Cities for Unique Department Driver Comparisons (2010 census & 2020 population estimates)				
Municipality	Municipality	2010 Census	2020 Pop. Est.	Growth %
Milford DE	City	9,559	11,353	18.8%
Dover DE	City	36,047	38,079	5.6%
Newark DE	City	31,454	33,673	7.1%

Since these cities have 3x the population of Milford, “equalizer” factors were applied to make the data more comparable.

Internal Data

Through interviews and conversations (16 total) with City department leaders and supervisors, information was collected including the following:

Self-Identified Staffing Needs

Existing, self-identified staffing needs related to:

- Open positions
- Anticipated retirements
- City population growth – and increased need for associated services
- Seasonality

Staff Resource Optimization and Coordination

Existing staff coordination efforts and opportunities include:

- Flexible staff sharing within Publics Works and with Parks operation for seasonality surges, planned and unexpected absences, special projects, emergencies, etc.
- Ongoing coordination with Planning & Development, City Engineer and various Public Works services.
- Opportunity for optimizing resources in support of transactional and community-facing services (Customer Services, Public Works Admin, Planning/Permitting) – see topic at the end of Section III.
- Customer Service continuous improvement efforts.

Assessment Structure and Organization

For this analysis and ease of peer comparison, operational functions were grouped as follows (even though it does not directly match current organizational reporting structure):

Milford City Departments Grouped for Analysis	
<i>Operational Group</i>	<i>Includes:</i>

City Administration	City Manager, City Clerk, ICMA Fellow, Human Resources
Finance & Accounting	Finance, Accounting, Payroll, Accounts Payable
IT	Information Technology
Customer Service	Payment Receipt, Billing (Utilities, Taxes, Miscellaneous), Utilities Service (Electric & Water set-up & disconnect), Public Works Request Lists , General City Services Questions
Planning & Development	Code Enforcement, Permitting, Planning, Economic Development
Parks & Recreation	P&R Administration, Recreation Programs, Parks Maintenance
Public Works (Part 1)	PW Administration, Facilities, Engineering, Fleet Maintenance, Warehouse
Public Works (Part 2)	Solid Waste, Streets & Utilities, Water & Sewer, Technical Services, Electric

Detailed analysis and information by Operational Group is included in Section III.

Note: The need for a new ERP system has already been identified and an RFP is currently open. References to the need for a new ERP system is included where appropriate, but not in all individual Operational Group discussions.

Self-Assessment Scorecard Results Overview

The following self-assessment scorecard was completed by 18 City departmental leaders covering 25 functional areas. Its purpose was to gather information on the maturity (or stage of development) of performance standards (related to operational processes, controls and structures.)

1	Unpredictable / Ad hoc	○
2	Managed – but also Reactive	■
3	Standardized / Proactive	■
4	Aided by Benchmarks & Measurements	■
5	Continuous Improvement Mode	●

The rating levels (from low to high) were:

- Results were analyzed by assessment grouping and the majority of scores were in the 2 to 4 range (Reactive, Proactive or Measured).
- The following table highlights elements where one or more ratings of either 1 [○] or 5 [●] were provided.

Performance Standards	City Administration		Finance & Accounting		IT		Customer Service		Planning & Development		Parks & Recreation		Public Works (1)		Public Works (2)				
SOPs	○				No 1's or 5's			●		●			○						
Process Relevance				●							●								●
Process Efficiency		●		●									●	○					●
Process Ownership		●		●										○					●
Benchmarking		●												○					●
Process Measures		●								●				○			○		●
Teamwork & Self-Management		●		●															●
Department Structure		●		●												●			●
Communication Approach		●																	
Workload Allocations													○		○				
Department Achievement		●		●													○		●
Stakeholder Engagement														●	○				●
Planning System		●												●					●
Performance Measurement		●													○				●
Staff Skill Levels		●												●	○	●			●
Technology Utilization		●												●	○				
Staff Engagement		●		●						●					○				●
Staffing Levels															○				●
Annual Training		●		●								●		●			●		
Development Plans		●		●										●			●		

Scorecard Example

Note: Full size copy of scorecard can be found in *Section III – Additional Items*.

CAPABILITY MATURITY MODEL (CMM)		Dept: <input type="text"/>		
Self-assessment Scorecard for City of Milford - Performance Standards				
<p>We use a form of Capability Maturity Model (CMM) as one of the key methods in reviewing Departmental productivity (i.e. effectiveness and efficiency). The level of capability maturity is analogous to the stages organizations go through as they mature. More specifically, levels of maturity represent a collection of elements that describe levels of capabilities. It helps establish performance benchmarks that allow for identification of capability strengths and opportunities for focus and improvement. The CMM also allows for prioritization of actions and practical continuous improvement.</p> <p>The stages of capability (and development) that allow for benchmarking are applied to client's processes, controls and structures. We recommend City leadership perform a self-assessment on the performance standards shown below. The self-assessment approach allows for client collaboration and value-added reflection. This empowerment results in more effective change and improvement.</p> <p>Please complete the form below, placing yourself on the maturity scale for each measurement criteria:</p>				
Unpredictable / Ad hoc [1]	Managed – but also Reactive [2]	Standardized / Proactive [3]	Aided by Benchmarks & Measurements [4]	Continuous Improvement Mode [5]
SOPs		The use of well-structured and documented Standard Operating Procedures for all core processes and tasks help affix understanding and responsibility.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Relevance		Core processes have process-relevance – main activities are consistent, repeatable, and of a high quality.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Efficiency		The main processes are usable – understandable and as simple as they can be, while still meeting customer and business needs.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Ownership		Important processes have an owner who is responsible for directing its design, ensuring it aligns with requirements and business strategy.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benchmarking		The process owners will ensure that measures and certain key performance indicators are in place.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Measures		Process measures are in place. They provide leading measures of how the business is operating now, how the strategic initiatives are realized.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork & Self-Management		Key Department personnel are skilled in teamwork and self-management.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department Structure		The Department organization structure appears to have the proper lines of authority and reporting relationships.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1

CAPABILITY MATURITY MODEL (CMM)				
Unpredictable / Ad hoc [1]	Managed – but also Reactive [2]	Standardized / Proactive [3]	Aided by Benchmarks & Measurements [4]	Continuous Improvement Mode [5]
Communication Approach		Communication lines are proactive and lean on the side of over-communication.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workload Allocations		Workload allocations are commensurate with capabilities and are equitable.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department Achievement		Our Department has the capabilities and drive for achieving more with additional resources.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholder Engagement		We meet with our core Stakeholders periodically to review expectations, progress on initiatives and collaborative problem solving.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning System		We are confident in our planning system – how service requests are captured, defined, evaluated and prioritized.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Measurement		We are making progress on objective ways to measure our Department's performance and are content with the level of standards currently in place.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Skill Levels		Our Department has the proper balance of 'skilled staff on the job' with 'staff needing development to be productive.'		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology Utilization		Technology utilization is a Department asset.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Engagement		Our staff members are engaged in their jobs and participate in seeking ways to increase job satisfaction.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staffing Levels		The staffing levels keep pace with Stakeholder requirements and are monitored for go-forward needs.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual Training		Staff members are afforded the opportunity to receive training on an annual basis.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development Plans		Development plans are established in connection with performance reviews and employee growth opportunities.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2

III. Supporting Information

Section includes staffing assessments by group along with other items and details.

City Administration – Staffing Assessment

City Administration focuses on community connection, mayor & council support and city-wide operational oversight. Primary functional roles include:

- City Manager
- City Clerk functions
- ICMA Fellow
- Human Resources

Observations:

- Milford’s population has grown almost 19% since the last census and is an economically viable place to locate to; is slowly becoming a health peninsula; is attracting higher paid individuals; and becoming more of a retirement destination – as a result, City services must be evaluated, adjusted and/or expanded to meet expectations.
- City Clerk’s team has many projects for 2020 (records management policy, FOIA policy, voter registration) plus other supporting activities including increased council requests for meetings/workshops/committee meetings, live-streaming meetings, meeting minute transcription, etc.
- Human Resources is focused on being visible, transparent & fair in supporting all city staff and has updated & elevated the employee handbook as the foundation for employee management (prior handbook was created in 1993).
- Last pay study was prepared in 2017, should have another pay study completed in 2021.
- There is a great need to work on succession planning across all city departments – need to make sure not to lose historical knowledge.

Recommendations:

- Review and assess City Administration needs against existing roles for skill sets and capabilities.
- Reexamine support for open administrative assistant role to determine whether technology may be a more effective solution (e.g. voice recognition transcription software to address increase in meeting minutes creation; scanning and indexing system for records management retention).
- Consider replacing open admin position with “Chief of Staff” or Assistant/Deputy City Manager type role.
- Consider expanding ICMA fellow position to full time.

Project / Initiative Highlights:

- Developing Supervisor Academy (partnering with 10 municipalities) to provide an 8 week program for 25 participants total (6 Milford staff identified to attend) – to be kicked-off later this year. [Human Resources]
- RFP is currently open for evaluation, selection and implementation of a new ERP system. [City Manager]

Staffing Assessments (Peer / Self)

OVERALL ASSESSMENT:	No current need for additional staff.
Comparison with Peer Municipalities	<ul style="list-style-type: none"> ▪ Staffing by count appears to be appropriate based on comparison. ▪ Role variation should be considered for optimization of resources.
Staffing Level Self Assessment	<ul style="list-style-type: none"> ▪ Administrative Assistant position has been open for awhile. ▪ Increasing ICMA Fellow position to full-time could provide nice benefits.

Strategic Alignment

Strategic Plan Alignment		Involvement	Resources Needed?
#1 – Fiscal Responsibility & Public Engagement	<u>Goal A:</u> Operate in an Efficient and Responsible Manner	City Manager is responsible for oversight of operations for all city departments – along with working closely with Director of Finance.	No
	<u>Goal B:</u> Review and Update the Strategic Plan	Responsibility of City Manager as primary steward of the plan. ICMA Fellow is responsible for completing periodic progress updates.	No
#3 – Economic Health & Development #4 – Mobility & Infrastructure #5 – Neighborhood & Community Services		Individual Goals within Strategic Plan Items #3, #4 and #5 are not being called out – as City Administration should be involved at some level with all items being worked on (see Strategic Plan grids for goals and objectives details).	

Benchmarking

City Administration:	Milford	Comparative Cities & Town					2018	2017
		[A]	[B]	[C]	[D]	[E]		
City Manager	1	1	1	1	1	1	1	1
Deputy City Manager						1	1	
City Clerk	1	1	1	1	1	1	1	1
Deputy Clerk/Executive Assistant	1			1			2	1
Administrative Assistant	1		1			2		0
Records Specialist							1.5	
ICMA Fellow (shared w/ Lewes)	0.5						0.5	0.5
Human Resource Administrator	1	1	1	1	1	3	1	1
Total City Administration	5.5	3	4	4	6	9.5	4.5	4.5

City Administration 5.5 5.3 Comparative Average - City Administration

Organizational Structure

CITY ADMINISTRATION	Staffing Highlights:	Partner Areas:
City Manager	<ul style="list-style-type: none"> Two (2) peer cities have a deputy city manager position 	<ul style="list-style-type: none"> City Manager works with Mayor, Council, community, all department heads
City Clerk's Office	<p>Includes:</p> <ul style="list-style-type: none"> City Clerk Deputy Clerk/Executive Assistant (added within last 5 years) Administrative Assistant position added 2019 (which continues to be open) 	<ul style="list-style-type: none"> Work with Mayor, Council, community, City departments, State municipalities & legislature
ICMA Fellow (part-time)	<ul style="list-style-type: none"> Position is shared with City of Lewes Milford is invoiced for ½ of salary/benefits costs 	<ul style="list-style-type: none"> Handles various projects & assignments – including RFP preparation, strategic plan status updates, data analysis, surveys, etc.
Human Resources	<ul style="list-style-type: none"> Human Resource role has various titles among peer cities 	<ul style="list-style-type: none"> Works with all City departments and employees as applicable
Additional Items:	<ul style="list-style-type: none"> City Solicitor (external) Emergency Services (including Fire Department, EMTs, Ambulances) are private/volunteer 	

Finance & Accounting – Staffing Assessment

Finance and Accounting is responsible for the following areas:

- Budget
- Audit
- Investments
- Insurance
- Pension
- Benefits
- Financial Statements
- Survey responses
- Financial Accounting
- Accounts Payable
- Payroll
- Reconciliation

Primary functional roles include:

- Finance Director
- Accounting Manager
- Accounting Staff (covering general accounting, accounts payable, payroll)

Observations:

- Finance/Accounting staffing levels are adequate.
- Accounting activities are very paper-based – no electronic AP payment options or receipts are offered.
- There are functionality challenges with current NaviLine system.
- Budget process coordination could be better executed (technology/automation).
- Financial and data analysis is not a focused or priority function and can be a bit fragmented – sometimes being performed by department leaders on an as needed basis (e.g. public works projects results, customer service performance, etc.) – taking them, away from their primary duties.

Recommendations:

- Review Finance/Accounting processes and activities for opportunities to use technology and automation in achieving efficiency and effectiveness. Ensure operational details are documented and that succession planning is in place.
- Capture any known system needs for inclusion in ERP system requirements.
- Add data analyst role (primarily for Finance but also as a resource city-wide) to provide metrics, reporting and analytics to increase data-driven decision making and performance monitoring.

Addition benefits:

- Resource for supporting budget process: data distribution, collection and analysis effort.
- Data source expert (Cognos, Naviline, other systems) performing data analysis, providing data sets, training departmental, super users, etc.
- Support activity-based data tracking & analysis (e.g. public works projects, daily time tracking, customer service transaction volumes/effort, etc.)

- Allow IT staff to be focused on supporting systems and users and not be distracted by ad hoc requests for data or analysis.

Project / Initiative Highlights:

- Identified need for better, centralized option for imaging/attachments management and easier access (to replace current scanning/image storage solution).
- Eliminate duplication of effort through better centralized systems.
- Need for Fixed Asset & Inventory Management coordination system (with Public Works – also related to meters & utility billing by Customer Service).

Staffing Assessments (Peer / Self)

OVERALL ASSESSMENT:	No current need for additional Finance or Accounting staff.
Comparison with Peer Municipalities	<ul style="list-style-type: none"> ▪ Finance & Accounting staffing appears to be appropriate based on comparison.
Staffing Level Self Assessment	<ul style="list-style-type: none"> ▪ Finance-Accounting staffing level is fine – no identified needs.

Strategic Alignment

Strategic Plan Alignment		Involvement	Resources Needed?
#3 – Economic Health & Development	<u>Goal B:</u> Foster the Establishment of New Businesses	<p>Opportunities for growth & development of new business – leverage state assistance.</p> <p>Finance would be involved in relation to any tax, fees or financial incentives offered – minimal involvement.</p>	No

Benchmarking

Finance & Accounting:	Milford	Comparative Cities & Town					2018	2017
		[A]	[B]	[C]	[D]	[E]		
Finance Director	1	1	1	1	1	1	1	
Assistant Director			1	1				
Accounting Manager	1					1	1	
General Accounting (2 x .5 - AP & PR)	1	1	1	2	1	2.5	1.5	
Accounts Payable (split w/ Gen Acctg)	0.5	1					0.5	
Payroll (split w/ Gen Acctg)	0.5	1			1		0	
Budget Specialist						1		
Total Finance, Accounting & IT	4	4	3	4	3	5.5	4	
Finance & Accounting	4	3.9 Comparative Average - Finance & Acctg						

Organizational Structure

Finance & Accounting	Staffing Highlights:	Partner Areas:
Finance Director	<ul style="list-style-type: none"> All cities had a director position 	<ul style="list-style-type: none"> Works closely with City Manager and Council
Accounting Manager	<ul style="list-style-type: none"> All cities had either an assistant finance director or accounting manager 	<ul style="list-style-type: none"> Oversight for Customer Service Supervisor City wide budget process coordination
Accounting Staff	<ul style="list-style-type: none"> Includes general accounting, accounts payable & payroll 	<ul style="list-style-type: none"> Requisitions (from Public Works) – for Accounts Payable Human Resources – for Payroll
Additional Items:	<ul style="list-style-type: none"> Separation of duties achieved through contracted outside individual completing bank account and other key reconciliations. 	

Information Technology (IT) – Staffing Assessment

Information Technology is responsible for and provides support city-wide for:

- Hardware
- Software
- Infrastructure
- Network
- Internet
- System access & security
- System uptime
- User support
- Equipment functionality
- Data backup & security

Primary functional roles include:

- IT Administrator
- IT Technician

Observations:

- IT is short-staffed by comparison to peer benchmarking and also to self-assessment.
- IT was staffed and supported by a single individual for 18 years before second staff was added.
- Much knowledge is held by a few resources (and not always fully documented) which is a major risk factor.
- Both staff members are planning on retiring within the next few years which heightens the need for succession planning.
- Some systems, data and/or IT-related support functions may currently exist in some form in other City departments.
- While IT reports to the Finance Director (who is supportive of IT requirements and needs), he does not have knowledge, experience or connection to IT functions to actively engage in day-to-day operation.
- Current IT request tracking system (helpdesk) has functionality for online user self-service for request submission, but is not in use due to limited IT staff availability for new projects.
- Customer Service supervisor tracks software and system licensing and renewal dates for applicable technology.

Recommendations:

- Review Information Technology functions and requirements to develop long range plan for supporting city needs – both for staffing and resources. Ensure operational details are documented and that succession planning is in place.
- Add at least 2 new staff to allow for selected specialization and cross training to minimize risks and exposure – while allowing leadership to be less functionally-focused and provide greater administrative oversight.
- Consider creating Chief Information Officer role to provide leadership and direction for the IT department to move from reactive to proactive operation.

- Identify existing City admin support capacity (perhaps shared with Parks & Recreation) or combined with a new staff position request (e.g. administrative support for Planning & Development) to be a resource in providing helpdesk functions.
- Implement IT request tracking system (helpdesk) functionality for online user self-service for request submission.
- Create a central inventory of all systems, software, licensing, fees and renewal dates to reference for proactive management and eliminate possible duplicate tracking.

Project / Initiative Highlights:

- Currently open *Request for Proposal – Enterprise Resource Planning* system will require additional IT resources once selected.

Staffing Assessments (Peer / Self)

OVERALL ASSESSMENT:	IT department is extremely short-staffed with existing knowledge and experience held by a limited number of staff – resulting in great risk and exposure for all City-wide operations.
Comparison with Peer Municipalities	<ul style="list-style-type: none"> ▪ IT staffing appears to be short based on comparison (1 to 2 FTEs) – it was also noted that IT services were contracted for one city. Peer city E provided more detailed information to support it as a more realistic comparison for staffing levels.
Staffing Level Self Assessment	<p>Identified need for 2 additional staff – focused on:</p> <ul style="list-style-type: none"> ▪ Infrastructure (servers, firewall, etc.) ▪ User experience & support (PCs/Laptops, security, access, etc.)

Benchmarking

Information Technology (IT):	<i>Milford</i>	<i>Comparative Cities & Town</i>					<i>2018</i>	<i>2017</i>	
		<i>[A]</i>	<i>[B]</i>	<i>[C]</i>	<i>[D]</i>	<i>[E]</i>			
IT Administration	1						1	1	
IT Technician (PT)	0.7						0.7	0.7	
<i>Total IT Resources</i>		2	<i>No Budget</i>	2	<i>Contracted</i>	3.5			
Total Finance, Accounting & IT	1.7	2	0	2	0	3.5	1.7	1.7	
Information Technology	1.7	2.5 Comparative Average - IT (3 comps)							

Organizational Structure

Information Technology	Staffing Highlights:	Partner Areas:
IT Administrator	<ul style="list-style-type: none"> • “Jack of all Trades” – handling anything and everything IT related 	<ul style="list-style-type: none"> • Interaction with all City departments
IT Technician	<ul style="list-style-type: none"> • Biweekly schedule: 3 days (week 1)/4 days (week 2) 	

Customer Service – Staffing Assessment

Customer Service is an extension of Accounting focused on billing, payment receipt, collection, and providing a central point of contact for residents to request selected public works service requests along with answering questions related to city services. Customer Service primary functions include:

- Payment Receipt
- Billing (Utilities, Tax, Misc.)
- Utilities Service (Electric & Water)
- Public Works Request Lists
- City Services Questions

As each city or town provides a different mix of services being billed, collected, provided and supported by Customer Service, finding applicable comparative benchmarking information was a challenge. The initial assessment using *Comparison with Peer Municipalities* (of similar population) could not provide a common basis for assessment as Milford provides electric service which adds more complexity for utility billing (plus Milford also does tax billing as well).

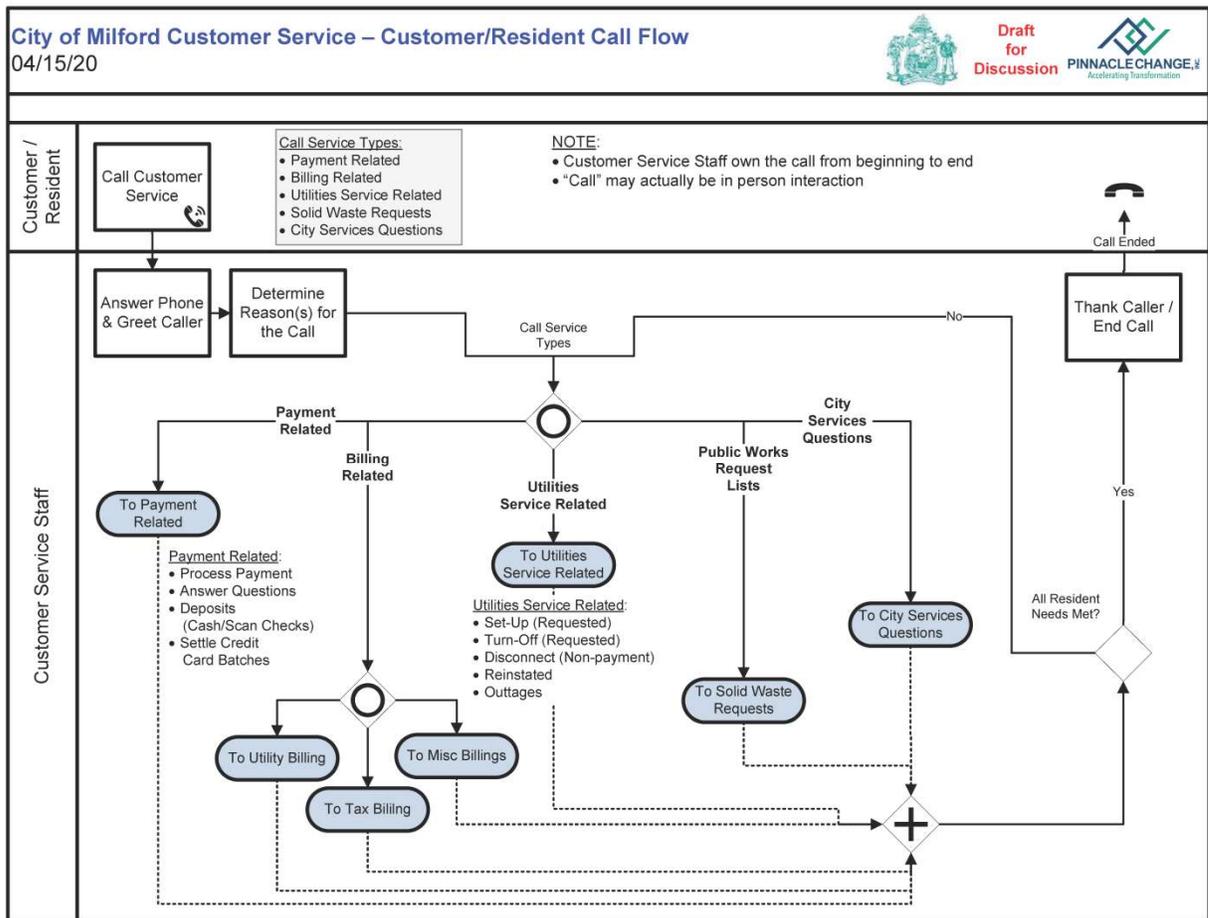
With this *Unique Department Driver* identified, Dover and Newark were identified as having Customer Service functions similar to Milford. It is difficult to confirm a specific “apples to apples” comparison; however, the following table illustrates the types of services being provided by each City (per its web page) – and demonstrates services are more similar than different.

Customer Service – Functions & Activities		
Milford	Dover	Newark
<ul style="list-style-type: none"> • Billing for utilities (combined for sewer, water, solid waste & electric) • Billing for taxes (for comparatives, tax billing is handled by the county) • Payment receipts for utilities & taxes and other billing • Online Utility Payment • Pre Authorized Payments and Budget Billing • Invoicing for code violations • Rental Licenses (thru Planning) • Scheduling for selected Public Works services • General information calls 	<ul style="list-style-type: none"> • Utility Payment & Tax Payment • Email & Payment Plan Options • Payment Services & Other Resources • Utility Services/Rates • Collections / Municipal Liens • Utility Applications / Connect & Disconnect • Parking Permits • Boat Permits 	<ul style="list-style-type: none"> • Establish and terminate utility service • Answer billing and service inquiries • Process customer payments – utilities, taxes, permits • Manage delinquent utility account receivables • Provide customer education and information regarding city operations • Oversee utility billing operations • Support customers with Customer Connect inquiries

With this complexity of variables in play, providing a definitive assessment of Customer Service staffing is not possible at this time. As the functions are primarily transaction and volume based, FTE calculations should be more activity driven and based on time/effort per transaction, volume and/or cycle.

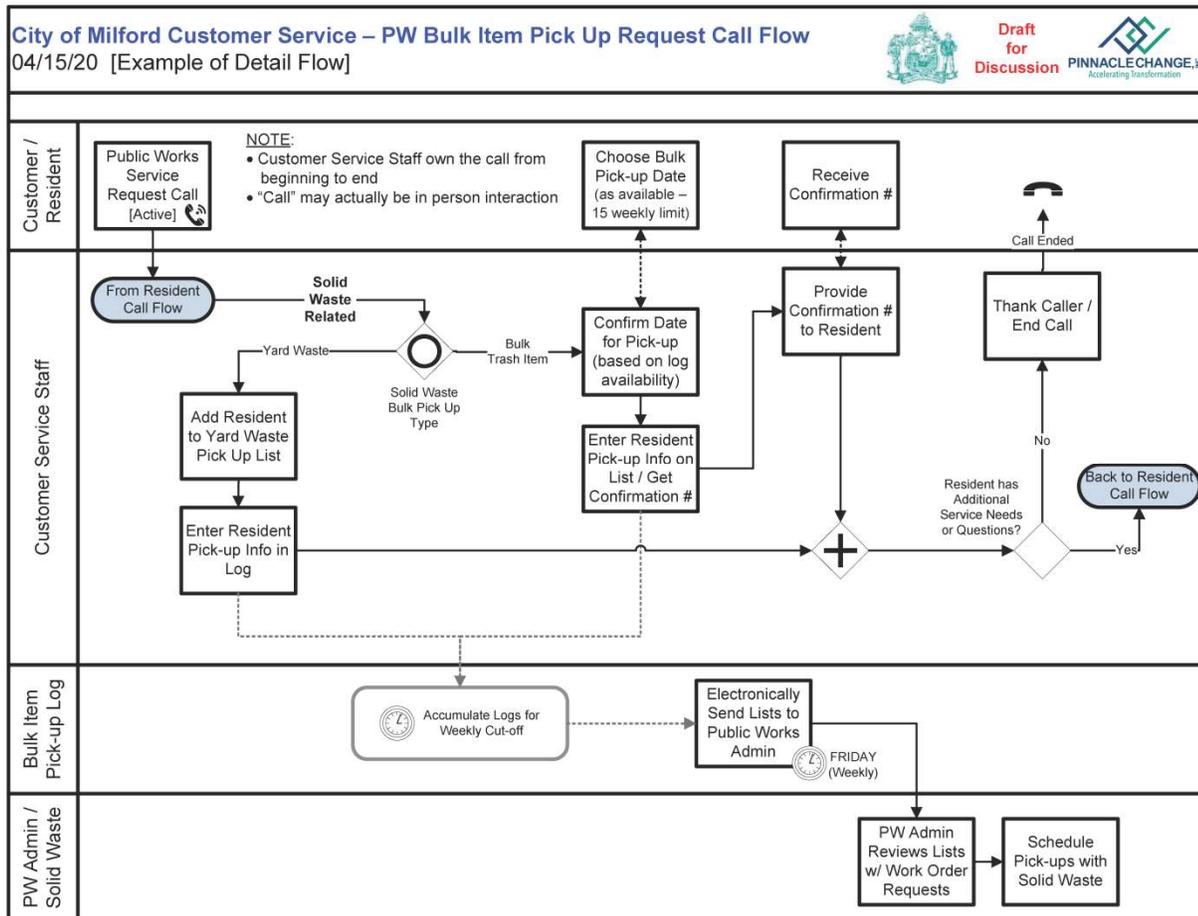
Observations:

- Complexity of services provided (see illustration below in Strategic Alignment section) and the variety of interactive partners caused many challenges in assessing staffing using peer comparison.
- As Customer Service handles a variety of activities, understanding and appreciation for this complexity by stakeholders and process partners within the City may be a challenge. Being able to provide an informational illustration (like the example shown here) can be very useful.



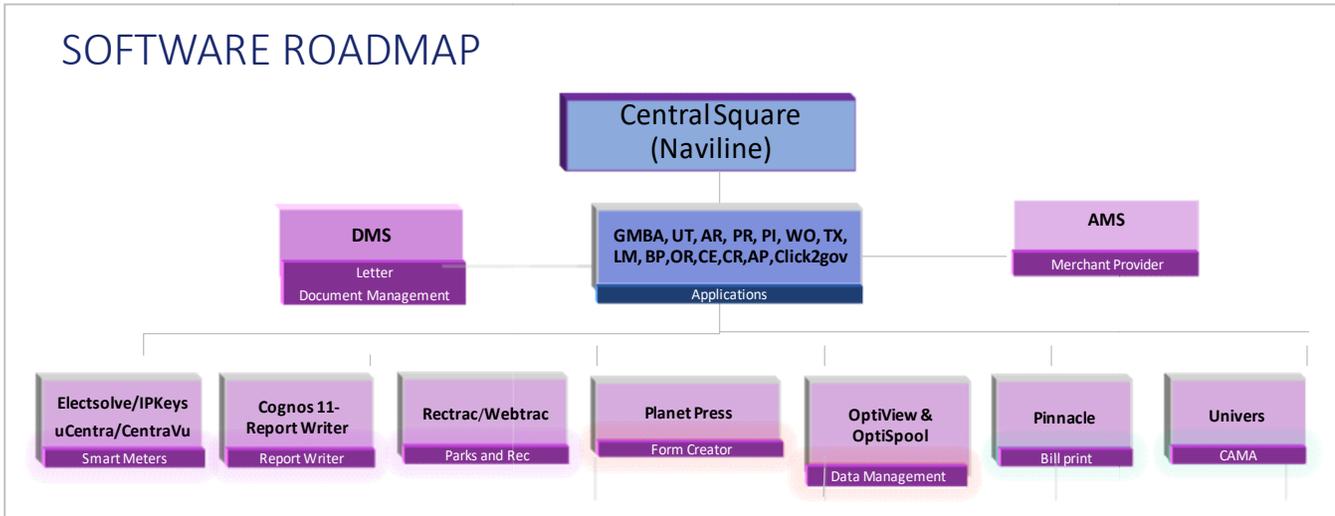
- Many factors are in play for Customer Service including continuous improvement efforts – so there is a challenge in identifying when primary processes have been agreed upon, defined and documented – to know when you can begin collecting data and metrics to be used in

calculating proper staffing levels to meet specific transaction, volume, cycle and/or service level based requirements. An excellent way to capture processes is through detailed flows – providing a shared understanding and way to identify key activities where data needs to be collected. Here is an example flow for one of Customer Service’s processes.



- Current staffing ratio of 1 supervisor to 8 staff is not optimal and not allowing the supervisor to focus as fully as desired on strategy and direction efforts. Lead positions have been pursued in the past, but were not successful more due to differences in individual expectations vs. functional needs of the department.
- Existing system limitations have delayed implementation and expansion of customer self-service and online options. Having a system analyst role focused on optimizing functionality, automation and user support would move these responsibilities from the supervisor, allowing her more time to focus on leading vs. responding to operational details.

- Numerous systems and services are required to accomplish the variety of activities Customer Service handles. The following graphic and table explains and illustrates the roadmap of systems used, related connectivity, licensing information and renewal dates.



System / Software / Service	Purpose
Naviline (Central Square)	<ul style="list-style-type: none"> Naviline software (HTML based) primary central system used city-wide Central Square is main software provider for the City
Click2Gov (Central Square)	<ul style="list-style-type: none"> Online bill payment processing Admin portal requires significant amount of time assisting customers with online bill pay set up Recent increase in user volume due to current environment
DMS – Document Management System	<ul style="list-style-type: none"> Letter Management Tax letters, Delinquent letters, etc.
AMS	<ul style="list-style-type: none"> Merchant service provider with separate portals for: <ul style="list-style-type: none"> e-Checks Credit card payments
IPKeys (formerly Electsolve)	Two programs: <ul style="list-style-type: none"> UCentra (AMI meter reading/records software) CentraVu (Customer utility portal)
Cognos 11 (Report Writer)	<ul style="list-style-type: none"> Report writer connected to data from Naviline system
Rectrac/Webtrac	<ul style="list-style-type: none"> Program and activity scheduling and registration Used by Parks & Recreation and Finance
Planet Press	<ul style="list-style-type: none"> Linked to certain printers for specialized form printing

	<ul style="list-style-type: none"> ▪ Checks ▪ Billing invoices (utilities, tax) ▪ Miscellaneous invoices (fees, leases, reimbursement for services)
OptiView	<ul style="list-style-type: none"> ▪ Document storage software
OptiSpool	<ul style="list-style-type: none"> ▪ Facilitates running and storing reports from Naviline
Pinnacle	<ul style="list-style-type: none"> ▪ Third party bill processor
Universe (CAMA)	<ul style="list-style-type: none"> ▪ Property tax values ▪ Property related: zoning, parcel addition/deletion, etc.

Recommendations:

- Accelerate continuous improvement efforts to capture primary function process flows & details and identify key data elements to capture for performance metrics.
- Once data and metrics are available, calculate effort required to perform each major activity and determine required staffing levels by primary function.
- Define lead roles to be operational resources and free up supervisor time from day-to-day detail – allowing her to focus on projects, strategy and direction.
- Add system analyst role to focus on optimizing functionality, automation and user support & training. While there may be existing known system limitations that have delayed expansion of functionality, there are other technology and automation efforts that can definitely be pursued. Defining system functionality requirements will be a key part in the new ERP project.
- Reexamine functionality for customer self-service and online options. If technological improvements are not viable, then focus on building greater participation and improved customer understanding of services provided.

Project / Initiative Highlights:

- AMI meters - finishing programming (working with vendor)
- Continuous Improvement activities
- Documenting written procedures for all processes
- Staff cross training
- Rewrite Job Descriptions (longer term)

Staffing Assessments (Peer / Self)

OVERALL ASSESSMENT:	<ul style="list-style-type: none"> • Difficult to gauge precise staffing levels against peer municipalities; however, equalized comparison indicates staffing is in the ballpark, but could be a little high. • Staffing appears to be meeting current needs; however, additional analysis/calculation will need to be done at a more detailed level with a focus on primary processes. • Processes are still being designed/revised/documented and should then be
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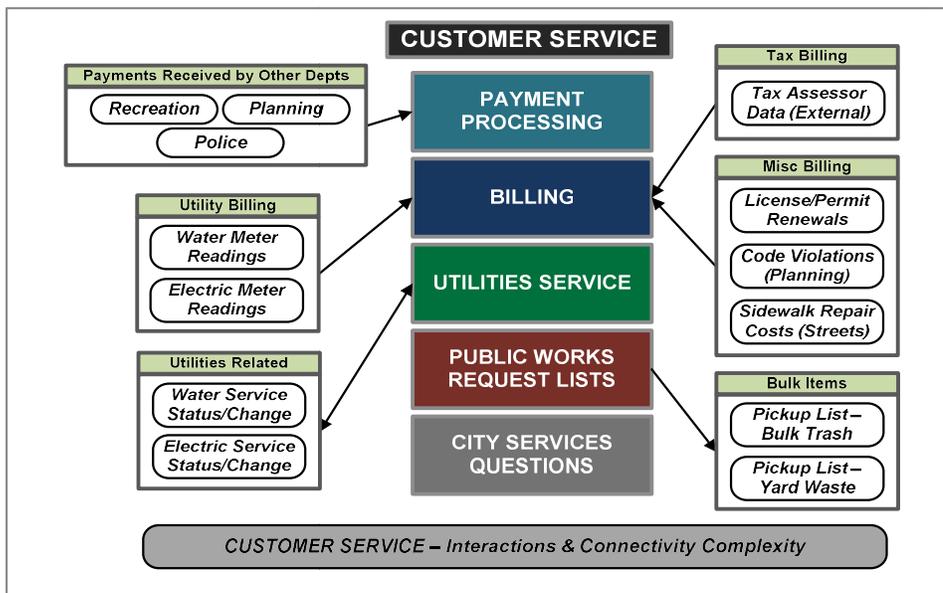
	<p>used as the basis for staffing model calculation.</p> <ul style="list-style-type: none"> • Technology, automation and increased customer self-service are factors that will improve efficiency and influence staffing levels.
<p>Activity Metrics Based FTE Calculation Approach (for future application)</p>	<ul style="list-style-type: none"> ▪ Recommend performing metrics based analysis in the future to determine and support staffing levels – elements to include (and begin collecting data now): <ul style="list-style-type: none"> ▪ Call volumes / Time per type of call ▪ Payment processing time per transaction ▪ Daily balancing and reconciliation effort ▪ Bill preparation time & effort (4 weekly utilities billing cycles per month; annual tax billings & reassessment billings; miscellaneous billings) ▪ Utilities Service Changes – time & effort involved ▪ Time & effort updating and maintaining Solid Waste bulk item lists
<p>Comparison with Peer Municipalities</p>	<ul style="list-style-type: none"> ▪ Comparatives were a challenge for Customer Service - as City of Milford included billing for electric utility and taxes – not performed by other cities of similar size. ▪ Unique Department Driver identified was Electric Utility – to identify additional cities to use in secondary comparison assessment.
<p>Unique Department Driver Comparison</p>	<ul style="list-style-type: none"> ▪ “Equalized” FTEs are showing peer cities at around 7 FTE compared to 9 FTE for Milford – as this is assumption based, this comparison serves as more of a reasonableness check at this point. ▪ Other observations to consider include: <ul style="list-style-type: none"> ▪ Dover has two part-time positions identified specifically for Call Center (perhaps to focus on phones during known peak times) ▪ Newark has a dedicated Systems Support Analyst role which can be extremely valuable role in optimizing system functionality, technology and automation. ▪ Newark also had a more robust self-service presence on its web pages – including a single location to access all types of payment & services (illustrated here) <div data-bbox="500 1377 1417 1686" style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;">  </div> <ul style="list-style-type: none"> ▪ As Newark is a university city, the resident’s may be more tech-savvy and comfortable with using online service options, resulting in the need for less staff.
<p>Staffing Level Self Assessment</p>	<ul style="list-style-type: none"> ▪ Current staffing is adequate for now (with 2 new billing clerks added within the past year).

	<ul style="list-style-type: none"> ▪ Upcoming retirement – planning to determine appropriate staffing at that point. ▪ Many factors are in play for Customer Service including continuous improvement efforts – so the challenge is to know “when the ground will quit shifting” enough to perform a metrics based staffing model analysis (Example Factors to consider: defining processes & roles, new staff & expected retirements, establishing service levels, system functionality & automation needs, etc.).
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Strategic Alignment

No areas of Strategic Plan are directly applicable to Customer Service.

However, it is essential to understand and appreciate the complexity of interactions and connectivity within the various activities being handled by Customer Service (as illustrated in the following graphic).



Benchmarking

Customer Service:	Milford	Comparative Cities & Town					2018	2017
		[A]	[B]	[C]	[D]	[E]		
Supervisor	1						0	0
Team Lead							1	1
Cash Receipts Clerks	3	1	1	1	1		3	3
Billing Clerks	5	3	1	2			3	3
Total Customer Service	9	4	2	3	1	0	7	7

Note: Comparative peer benchmarking was not effective for Customer Service as none of the comparative cities had an Electric utility service to bill & collect for nor did they handle tax billing as well.

Unique Department Drivers

Note: Analysis involves various assumptions to “equalize” available data between larger cities and Milford for interpretation. Looking at organization structure and job titles is also helpful in identifying new ways to view the current Customer Service group.

Equalized FTE Comparison (see assumptions below)	MILFORD	DOVER	NEWARK
	Management	1.0	1.0
Billing	5.0	2.8	3.0
Cashiering	3.0	2.8	2.4
	9.0	6.6	6.4

FTE Equalization Assumptions:

- Dover & Newark have 3x Milford's population (using 35% to equalize transactional roles)
- Newark does not bill for taxes (added FTEs to equalize)

DOVER	FTEs (18)	Equalization Factor	Equalized FTE
Customer Service Director	1	100%	1.00
Office Assistant	1	0%	-
Billing/Collections:			
Billing Supervisor	1	35%	0.35
Account Clerk	3	35%	1.05
Cashiers:			
Account Clerk	4	35%	1.40
Customer Services:			
Customer Services Supervisor	1	35%	0.35
Account Clerk	6	35%	2.10
Call Center Clerk	1	35%	0.35
Total Equalized Customer Service FTEs			6.60

NEWARK	FTEs (7)	Equalization Factor	Equalized FTE
Payments & Utility Billing Manager	1	100%	1.00
PUB System Support Analyst	1	100%	1.00
Utility Billing Technician	1	100%	1.00
Customer Service Clerk	4	35%	1.40
FTEs subtotal for Actual Services			4.40
<i>[Add FTEs for Tax Billing to equalize]</i>			
Tax Billing			1.00
Add Clerk for Taxes & Misc Billings			1.00
Total Equalized Customer Service FTEs			6.40

Organizational Structure

Customer Service	Staffing Highlights:	Partner Areas:
Supervisor	<ul style="list-style-type: none"> Responsible for all aspects of Customer Service Reports to Accounting Manager 	<ul style="list-style-type: none"> Finance & Accounting Public Works Various departments
Clerks	<ul style="list-style-type: none"> Specialization between cash receipts & billing Cross training for basic overall coverage & backup 	<ul style="list-style-type: none"> Planning (@ Public Works office), Parks & Rec and Police take payments (sends checks to Customer Service for scanning to deposit; closes & balances credit card daily batch)

		<ul style="list-style-type: none"> All staff should have same foundation of general city department services knowledge when answering phones
Additional Items:	<ul style="list-style-type: none"> Planning department is receiving payments due their location at Public Works office (across town); otherwise, Customer Service would be receiving those payments if co-located. Planning/Permitting does manual billing for annual license renewals (if new ERP has online billing & payment functionality, Customer Service could possibly take the lead on non-permit planning payments). If Customer Service could assist with planning/permitting’s licensing renewals, the timing schedule (for business, rentals, contractors) would need to be considered for alignment with other Customer Service responsibilities. 	

Planning and Development – Staffing Assessment

Planning and Development is responsible for building inspections & permitting, code enforcement & licensing, economic development, and planning & zoning. For analysis purposes, these various activities have been grouped as follows:

- Planning & Development
 - Director is sole oversight position and supervises Regulation staff
 - Planning & Zoning
 - Approach to Development (3 headed approach)
 - City Manager (General Guidance)
 - Mayor (Political Support)
 - Planning & Dev. (Technical Guidance)
 - Liaison to business interactions (provide guidance, but not actively involved in new business recruitment)
- Regulation
 - Building Code & Enforcement
 - Inspections
 - Code Enforcements
 - Rentals
 - Permitting
 - Licenses
 - Permits
 - Payments

Observations:

- From peer comparison, Planning and Development oversight is lagging by 2 FTEs – in addition to having a Director, other cities had two of the following three roles: Deputy Director, Planner or Economic Development.
- Regulation (Building Code, Enforcement, Permitting) staffing levels appear to be appropriate – although there recently has been a significant increase in building & renovation activities.
- There is currently no capacity to backfill to cover for absences and potentially a need for more administrative assistance to provide the permit tech with more uninterrupted time without the distraction from front counter contact/walk-ins.
- The team is relatively new, but is getting much done for the number of staff; however, there is a need for cross training and better documentation.
- Department has the second most public interactions within City – often too many meetings to attend – divide and conquer.
- With the surge in building applications & permits – Director is not getting to economic development items.

- There is no central scheduling system and a need to make inspection scheduling more customer-friendly with better scheduling management (contact via text, email, phone, online).
- License billing and renewal are cyclical activities that might align well with Customer Service as single point of resident contact.

Recommendations:

- Assess and determine appropriate roles to add for planning & development oversight – Deputy Director over “Regulation”, City Planner, Economic Development.
- Assess administrative support and customer interactions across City departments to best align activities and resources – identifying “excess capacity” outside of org chart “boundaries” – specifically focus on coordination with Permitting, PW Admin and Customer Service.
- Explore opportunities for a centralized, customer-friendly scheduling system (including better management options for text, email, phone, online).
- Accelerate an assessment of Planning & Development functions and processes to initiate mapping and documentation efforts to ultimately result in procedures for reference and cross training – and also identify opportunities for automating manual processes.
- Consider creating a new business “concierge” service to guide new business through City processes and regulation as a component of economic development.
- Consider getting license renewal billing and payments online (either current or new ERP system) and partnering with Customer Service to align responsibilities.

Project / Initiative Highlights:

- Recently added proactive rental program.

Staffing Assessments (Peer / Self)

OVERALL ASSESSMENT:	<p>Planning and Development has a variety of staffing challenges:</p> <ul style="list-style-type: none"> • To effectively address applicable Strategic Plan elements, there is a need for dedicated City Planning and Economic Development resources in some form. • Regulation (Building Code, Enforcement, Permits) appears to be staffed at a consistent level as comparative communities; however, having a Deputy Director focused on Regulation activities would free up the Director to focus on more outward-facing interaction.
Comparison with Peer Municipalities	<ul style="list-style-type: none"> ▪ Staffing in total appears to be 2 FTEs under peer communities. ▪ Milford has a single director for P&D administration (1 FTE) – while comparatives average is 3 FTEs (including positions for economic development and/or planning, plus other project/admin support) – this is where the overall shortage of 2 FTEs shows up. ▪ “Regulation” [Building Code, Enforcement and Permitting] matches 4 FTEs by comparison.

Staffing Level Self Assessment	<ul style="list-style-type: none"> ▪ No capacity to backfill to cover for absences. ▪ Potentially more administrative assistance (to allow for permit tech to be removed from front contact/walk-ins). ▪ Relatively new team.
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Strategic Alignment

Strategic Plan Alignment		Involvement	Resources Needed?
#3 – Economic Health & Development	Goal A: Enable Growth of Existing Businesses	Economic Development – Strategies for growth.	Yes
	Goal B: Foster the Establishment of New Businesses	Regulation – Ensure City ordinances and procedures support new and expanding businesses in order to promote business success in the City of Milford.	No
	Goal C: Meet the Commercial Needs of Residents, Businesses and Visitors	Economic Development – Develop vibrant downtown to attract visitors and promote community pride.	Yes
#4 – Mobility & Infrastructure	Goal C: Address Future Growth by Proactively Making Improvements to Infrastructure	City Planning – annually project and evaluate utility (wastewater, electricity, water) demands required for future growth.	No
	Goal D: Continue to Develop a Multi-Modal, Pedestrian-Friendly Framework Throughout the City	City Planning – include “Complete Streets” best practices for projected new streets & repaving projects; implement sidewalk maintenance/replacement program; improve existing transportation options & accessibility - # of routes, optimal stops locations.	No
	Goal E: Improve Traffic Management Throughout the City	City Planning – work with agency partners to ensure pedestrian and drivers safety are improved.	No
#5 – Neighborhood & Community Services	Goal A: Preserve and Enhance the Property Values and Quality of Our Neighborhoods	Regulation – ensure properties are safe, attractive and well-maintained through improved code compliance.	No
		City Planning – Include sufficient open space in and near neighborhoods during future planning and zoning.	No
	Goal B: Encourage a Balanced Range of Housing Types and Home-Ownership Opportunities for Existing and Future Residents	City Planning – ensure variety of housing options in varying affordability ranges are available throughout the City – encouraging diverse socioeconomic residents.	No
	Goal D: Bring More	Economic Development – Actively promote	Yes

	Tourism to Milford	ecotourism opportunities – to bring in visitors.	
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Benchmarking

Planning and Development:	Milford	Comparative Cities & Town					2018	2017
		[A]	[B]	[C]	[D]	[E]		
Director	1	1	1	1	1	1	1	1
<i>Deputy Director</i>			1	1		1		
<i>Planner</i>		1	1	1		1		
<i>Special Projects Coordinator</i>						0.5		
<i>Economic Development</i>		1.5			1			
Direction, Planning & Econ Dev (Sub-total)	1	3.5	3	3	2	3.5	1	1
Regulation:								
<i>Administrative Support</i>		1	1		1			
Building Code Official	1	1	2	1	1	<i>No Regulation FTEs - so excluded from overall averaging</i>	1	0
Use 3rd Party to backfill inspections								
Code Enforcement	2	1.5	1	1	1.5		2	1
Use 3rd Party to backfill for extended absences								
Permitting	1	1	1	1			1	1
Temp assistance for mailings								
Regulation (Sub-total)	4	4.5	5	3	3.5	0	4	2
Total Planning and Development	5	8	8	6	5.5	3.5	5	3

Planning and Development 5 6.9 Comparative Average - Planning & Development (4 comps)
 Director, Deputy, Econ Dev, Planning 1 3 Comparative Average - Direction, Planning & Development
 Admin, Code, Enforcement, Permitting 4 4 Comparative Average - Regulation (4 comps)

Organizational Structure

Planning and Development	Staffing Highlights:	Partner Areas:
Director	<ul style="list-style-type: none"> Outward facing to the community 	<ul style="list-style-type: none"> Need to coordinate with all facets of Public Works
Building Code Official	<ul style="list-style-type: none"> Use 3rd party to backfill on inspections 	
Code Enforcement	<ul style="list-style-type: none"> Contracted Consultant used in past to fill leave of absence 	
Permitting	<ul style="list-style-type: none"> Temp assistance – during annual renewal busy time @ 1st of each year (archive, scan, record everything) 	<ul style="list-style-type: none"> For payments - partner with Customer Service (backup assistance from PW admin support)
Economic Development	<ul style="list-style-type: none"> No current position supporting this function 	

Additional Items:	<ul style="list-style-type: none">• Could licenses and renewals be processed by customer service? (see Customer Service for more discussion)
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Parks and Recreation – Staffing Assessment

Parks and Recreation focuses on providing recreational programming while beautifying and maintaining parks & recreation facilities for the community. Primary functions include:

- Parks & Recreation Administration
- Parks – Maintenance & Beautification
- Recreation – Programs & Activities

While peer comparisons for confirming Minimum Required Level staffing are showing each P&R function as basically being in line, the results should be slightly qualified as none of the comparative P&R structures directly match Milford's. In most cases, the FTE data was pieced together after extracting from other city departments or county reports while considering the following information.

Additional overarching considerations:

Administration:

- Challenges in comparing County run programs and Parks & Recreation dedicated agencies.
- Lack of comprehensive long-range plan.
- Parks and recreation facilities, programs and services are a quality of life investment in a community.

Parks:

- Peer comparison was used; however, Parks Maintenance was included in other areas for many of the comparison peers (but was reclassified for this analysis).
- Parks maintenance was included under a variety of group names – either as part of public works or stand alone:
 - Streets, Infrastructure & Parks
 - Grounds Maintenance
 - Vegetation Management / Urban Forest
 - Grounds & Parks Maintenance
- Temporary & seasonal staff are used for maintaining parks

Recreation:

- For some comparative communities, recreation programs are provided by a county.
- There should be an element of program volume/activity in the assessment, but given the current shutdown of programs, it is not possible currently.
- Many competitor programs exist in the region.
- Recreation staffing assessment should include a Program Activity Based component for future analysis.

Observations:

Administration:

- There is currently no strategic or long-range plan in place for Parks & Recreation.
- With programs currently suspended and many competitors in the community, future plans will need to be reconsidered.
- Future Recreation staffing assessment should include Program Activity Based calculation for planning and staffing requests.
- Per peer comparison, there is definitely a need for an admin support role to manage scheduling, enrollment, fee collection, time submission, etc.
- The Director role is definitely a key role to analyze as part of P&R specific analysis; however, related to this analysis there is definitely an expectation that a long-range plan should be in place and referenced against future operational decisions.

Parks:

- Consideration should be given as to whether Parks Maintenance may be better aligned as part of Public Works – perhaps paired with Facilities, Grounds and/or Vegetation Management.
- Currently, Parks maintenance operates fairly independent of P&R Administration direction.
- Other communities have specialist roles and/or dedicated departments related to Vegetation Management & Urban Forest – including arborists and horticulturists.
- P&R staff assist Public Works with snow removal (after Parks areas are completed) and with trash collection (during off season).
- Consider whether certain functions (mowing, specialized maintenance, etc) might better be contracted (“buy vs. employ” analysis – which also applies to other City departments).

Recreation:

- Recreation FTE count appears appropriate (per peer comparison); however, there should be a deeper analysis of programs (and related temporary and part-term staff costs compared to revenues on a program specific basis).
- There are a number of competitor recreation options and other factors impacting Milford Recreation including:
 - DE Turf (soccer, field hockey, lacrosse)
 - Boys and Girls Club
 - Shifting interest in youth:
 - Apathy/video games
 - Family unit survival / lack of free time or money
 - Poor adult behavior during activities
- Population mix is shifting to include an increasing number of older adults as Milford is becoming an attractive retirement area. [connects to Strategic Plan goals]

Recommendations:

Administration:

- Recommend performing specialized Parks & Recreation analysis and program evaluation – due to variability in defining what “Parks & Rec” mean to various communities or counties.
- Create a master Parks & Recreation plan with mission & vision statements and related goals – including actions to address Strategic Plan elements – having a strong plan might support requests for additional staff.
- With Parks maintenance operation located at another facility, P&R Admin needs to make an extra effort to communicate and keep all staff informed.
- Depending on mix of programs & activities to be provided, perhaps a rebranding as “Parks, Recreation & Leisure” might be a more appropriate name.

Long Range Plan approach:

- Programs should be evaluated as part of a long term programming plan – sort program areas by core, secondary and support categories.
- These categories can be used to group by level of City involvement and/or importance:
 - Core Programs: A primary responsibility of the City to provide.
 - Secondary Programs: A lower priority to be provided directly by Milford but may be offered by other organizations through contract (or in competition) with the City.
 - Support Programs: Are not a priority for Milford to be providing directly to the community but where the City may provide support through facilities and promotion of activities for other organizations.

Parks:

- Consider how Parks maintenance might be incorporated as part of Public Works – and/or if certain elements might be contracted.
- Explore City needs with regard to Vegetation Management/Urban Forest and how best to incorporate with Public Works.
- *See Public Works section for further discussion on Parks options for consideration.*

Recreation:

- Review other P&R agencies’ approaches, programming and best practices to determine how to best serve the Community’s needs.
- City should continue looking at all possible partnering opportunities for programs and services. This review should include the state, school district, cities and towns, appropriate private providers, and other non-profit organizations in the area. This approach can be a cost effective method to add more recreation programs and services without adding staff, if it is properly managed.

- A lifecycle analysis of recreation programs and services should be undertaken where program registrations by interest area are tracked and reviewed on a seasonal basis. Programs should be slotted into the following categories:
 - New programs: In the start-up phase and are just starting to build in popularity.
 - Mature programs: Have consistent high levels of registrations and are still growing in popularity.
 - Old programs: Are seeing a decline in popularity.
 - Programs that are in the old category should be changed, updated or discontinued.
- Consider what Recreation might look like without Parks maintenance operationally connected.

Project / Initiative Highlights:

- Rehabbing river walk/boardwalk (Parks)

Staffing Assessments (Peer / Self)

OVERALL ASSESSMENT:	<p>No current need for additional Parks, Recreation or Admin staff based on analysis. As parks maintenance is placed in a variety of departments within peer cities, options for alignment with Public Works and/or contracted services should be explored (see recommendations).</p> <ul style="list-style-type: none"> • Parks maintenance currently has 1 FTE open position
Comparison with Peer Municipalities	<ul style="list-style-type: none"> ▪ On the surface, Parks & Recreation staffing appears to be reasonable based on comparison – however, data had to be piecemealed together (based on the reasons listed below), so results should be used as a starting point for further review and analysis. <ul style="list-style-type: none"> ▪ For some cities, Recreation is provided by the county. ▪ For some cities, Parks are maintained as a part of Public Works. ▪ Where applicable, identifiable Parks maintenance has been broken out from Public Works counts from the source materials.
Staffing Level Self Assessment	<ul style="list-style-type: none"> ▪ Potentially add coordinator for adult programming. ▪ Challenges in attracting & hiring qualified full time staff.

Strategic Alignment

Strategic Plan Alignment		Involvement	Resources Needed?
#3 – Economic Health & Development	<u>Goal C:</u> Meet the Commercial Needs of Residents, Businesses and Visitors	Parks – Develop vibrant downtown to attract visitors and promote community pride.	No
#5 – Neighborhood & Community Services	<u>Goal A:</u> Preserve and Enhance the Property Values and Quality of Our Neighborhoods	Parks – Enhance the City’s identity through well-maintained green spaces and parks.	No
		Parks – Include sufficient open space in and near neighborhoods during future planning and zoning.	Maybe

	<u>Goal C:</u> Promote a Healthy Community with Recreational Activities Provided by the City and Community Partners	<p>Recreation – Provide more recreation options by partnering with local private and nonprofit agencies in the area.</p> <p>Recreation – Actively promote current recreational opportunities offered by the City and partners.</p> <p>Recreation – Create more City-sponsored recreational opportunities for adults.</p>	No
	<u>Goal D:</u> Bring More Tourism to Milford	Recreation – Actively promote ecotourism opportunities and develop more river-based activities to provide more recreational options for both visitors and residents.	No

Benchmarking

Parks and Recreation:	Milford	<i>Comparative Cities & Town</i>					2018	2017
		<i>[A]</i>	<i>[B]</i>	<i>[C]</i>	<i>[D]</i>	<i>[E]</i>		
Director	1	1		<i>Recreation thru Harford County</i>	<i>Recreation thru Prince George's County</i>		1	1
Administrative Assistant <i>Registration System Technician</i>	1	<i>Dorchester County</i>				1	1	1
P&R Administration (Sub-total)	2	1	0	0	0	2	2	2
Recreation Supervisor	1		1			1	1	1
Recreation Coordinator	1	2	1			1	1	1
Recreation (Sub-total)	2	2	2	0	0	2	2	2
Parks Supervisor	1	1	<i>Contracted Services</i>	1	1		1	1
Parks Coordinator <i>Vegetation Mgmt Supervisor</i> <i>Garden Maintenance Tech</i>	2	1		2	1	1	1	1
Parks (Sub-total) <i>Arborist/Horticulturist/Urban Forest</i>	3	2	0	3	2	4	2	2
Parks and Recreation	7	5	N/A	N/A	N/A	8	6	6
Parks Only	3	2.8 Comparative Average - Parks Only (4 comps)						
Recreation Only	2	2 Comparative Average - Recreation Only (3 comps)						
Administrative Only	2	1.5 Comparative Average - Administrative Only (2 comps)						

Note: Arborist/Horticulturist/Urban Forest positions have been excluded from peer comparisons for Parks.

Unique Department Drivers

While peer staffing comparisons are indicating quantitatively that FTE counts are reasonable, there are numerous qualitative items for consideration that are discussed throughout the Parks and Recreation assessment section. Main items include:

- Variation in agencies providing recreation programming (cities, counties, P&R agencies separate from municipalities, for-profit alternatives).
- Long range plan is lacking to provide foundation and benchmark for evaluating each program’s success level and contribution achieving the overall mission for Parks & Recreation.
- Parks maintenance relationship with Public Works – independent, closely aligned, fully incorporated.

Organizational Structure

Parks and Recreation	Staffing Highlights:	Partner Areas:
Administrative	<ul style="list-style-type: none"> • Use of temp agency employees shifts workers' comp & liability away from city / flip side: get lower quality workers 	<ul style="list-style-type: none"> • Currently shifting existing staff - due to spring activities cancellation
Parks	<ul style="list-style-type: none"> • 6 Seasonal Temps (thru agency) - Mid-March to Mid-December (maintenance, mowing, mulching, flowers, watering - day-to-day / Fall: plants, greenery, Christmas decor) 	<ul style="list-style-type: none"> • Assist Public Works with snow removal (after Parks areas are completed) • Assist Public Works with trash collection (off season)
Recreation	<ul style="list-style-type: none"> • PT Program Coordinators: 30% Volunteer / 70% Paid 	<ul style="list-style-type: none"> • Boys and Girls Club
Additional Items:		
<ul style="list-style-type: none"> • Explore Parks maintenance alignment options with Public Works. 		

Public Works (Part 1) – Staffing Assessment

Public Works assessment is split into two sections:

- Part 1 includes: Administration, Facilities, Engineering, Fleet Mechanic, Warehouse [Assessed for Minimum Staffing Level Required using peer community comparison]
- Part 2 includes: Solid Waste, Streets & Utilities, Water & Sewer, Technical Services, Electric [Assessed for Unique Department Drivers (as peer community data was not comparable)]

Public Works, in general, is responsible for the infrastructure and utilities provided to residents – in addition to Engineering, Facilities and other Operations (admin support, mechanic & warehouse.

- Assessment for Part 1 focuses on individual PW divisions.
- Assessment for Part 2 uses a combined view and comparison for infrastructure and utilities – as certain staff are shared and cross trained with flexible assignments crossing defined divisional groups.

Observations:

Administration:

- Supports all Public Works divisions with transactional activities & coordinating resources.
- Administrative Assistants (2 added due to growth) are relatively new – just need more training.
- Operations Supervisor is responsible for admin support, fleet mechanic and warehouse – in addition to special projects and budget creation.

Facilities:

- Solid Waste Supervisor has assumed some additional responsibilities related to Facilities; however, it is not a primary focus.
- Facilities-related needs should be reviewed to determine appropriate alignment and matching of resources.
- Maintenance and custodial services are contracted rather than employed.
- Other communities have a Grounds Maintenance division (which can include facilities and/or parks). Parks maintenance is a function to consider whether it may be a better fit within PW to optimize staff and equipment usage.

Engineering:

- Involved and engaged with various PW divisions – example activities:
 - Field inspections sanitary & water lines
 - Sidewalks, etc. new development
 - Locate utilities – 811
 - Special projects – inventories, damage assessments
 - GIS (Geographic Information System)– Input & maintenance

- Set up maps
- Lacking in project management resources, methodology and tools.
- Currently getting City caught up on infrastructure – much is in disrepair / once caught up a bit, then can assist other areas.
- There is a need for some additional certifications.
- Engineering does not have its own budget – most work is out of streets, water or sewer – but might benefit from a discretionary budget for small scale reviews (not needing a full budget with engineering firm – i.e. complete with part done outside and rest internally).
- Involved with strategic goal for Utilities Evaluation for Replacement, Maintenance & Technology.

Fleet Mechanic:

- Garage is functioning well.
- There is currently no work order system or Fleet Management Program in place.
- Excess and/or specialized maintenance needs are performed outside the garage.

Warehouse:

- Function is primarily serving Electric. If warehouse supports other PW areas, then additional staff might be needed.
- Improved technology (bar coding, asset management system) would reduce the need and/or urgency for additional staff).
- Need for Warehouse Management system tying to Work Orders process (not currently used).

Recommendations:

Administration:

- Assess admin support resources as part of city-wide resource pool (administrative assistants and Customer Services clerks) to ensure proper alignment of responsibilities with available capacity. More pressing need related to Planning & Development's admin needs – especially with regard to Permitting – as Public Works and Planning are located in the same building.
- Explore Computerized Maintenance Management System (CMMS) or Asset Management System with regard to available new ERP system functionality and options. Collect requirements for all PW divisions.

Facilities:

- Assess whether custodial and maintenance functions should be contracted or employed.
- Consider adding a PW float/Maintenance position to focus on Facilities maintenance projects and also be available to support Solid Waste and Streets & Utilities to fill time during absences and peak times.
- Explore creation of a Facilities, Grounds & Parks division to incorporate some the following:

- Facilities cleaning & maintenance
- Grounds & Parks maintenance
- Vegetation Management (mowing, weed control, etc.)
- Organic beautification (seasonal plantings & watering)
- Urban Forest (arborist, horticulturist, etc.)
- Tree removal & replanting related to Electric service

Engineering:

- Need for additional project management resource to support focus on Strategic Plan projects & goals – especially needed to focus on controlling project resources including contractor coordination.
- Explore project management software options (not currently doing project based expense tracking) – activity-based accounting would be for Engineering division’s benefit – not for Finance.

Fleet Mechanic:

- Perform analysis to determine if bringing more fleet maintenance in-house would be viable with another mechanic. New equipment (i.e. lifts) would be needed to do brakes service and handle larger vehicles.
- Explore Fleet Management Program and work order system options.

Warehouse:

- Determine long range plan for warehouse usage – if warehouse expands to stock equipment and supplies for areas beyond Electric, then additional staff might be needed (not a currently pressing need).
- Explore technology (bar coding, asset management system) that would reduce the need and/or urgency for additional staff.
- Explore Warehouse Management system tying to Work Orders.

Project / Initiative Highlights:

- Identified need for better Asset Management & Maintenance system.
- Coordinating and supporting consistent Work Order and Requisition processes, work flow and system across Public Works.
- Identified need for General Warehouse Management system (bar code scanning software – tie to work orders).
- Identified need for Project Management software – need for project-based expense tracking.

Program and project management are essential components for Public Works. The following grid illustrates a program level overview of current projects – and their status. Program management (focused on progress tracking) is a level above project management (where details are executed, tracked and reported).

City of Milford - Project (April 2020)

(Pinnacle Draft)

									Planning	Design	Current	Ongoing
City-wide	General PW	Facilities	Solid Waste	Engineering	Streets & Util.	Sewer & Water	Electric					
4	3	5	0	2	4	9	4	20 Projects				
←-- Project Count by Area												
						X		Sanitary Sewer I & I investigation				
	X			X		X		SCADA instrumentation upgrade				
				X	X	X		NE Front Street Streetscape Project & Utility upgrades				
				X				Street Resurfacing and ADA Ramps				
				X				Walnut Street Bridge Pedestrian Crossing project				
		X						City Hall Parking Lot				
		X						City Hall Basement fit out				
X		X						CC Security TV Monitoring (City Wide buildings)				
						X		Replace Well #1 – Planning stage				
						X		Replace Well #16				
						X		Water Quality issues in SE				
						X		Altitude Valve at Caulk Tower				
						X		De-leading Water Service lines				
						X		Replace all streetlights with LED				
			X			X		Smartmetering GIS mapping				
X		X				X		Redundant Fiber loop				
X	X	X			X			ADA assessment				
X								ERP Study				
						X		Shawnee underground primary replacement				
	X							Warehouse security				

Staffing Assessments (Peer / Self)

<p>OVERALL ASSESSMENT:</p>	<p>Public Works Administration is adequately staffed – need to focus on training, tools, coordination, systems to be more efficient and effective in supporting all of PW and other aligned City functions.</p> <p>Facilities – No current staffing – need to consider buy vs. staff for custodial and maintenance functions. Expand vision for Facilities, Grounds & Parks division to realign existing resources and address known needs – such as vegetation management and urban forest.</p> <p>Engineering – Current staffing level is comparable to peers; however, additional project management resource may be needed to focus on Strategic Plan projects & goals.</p> <p>Fleet Mechanic – Staffing is adequate – consider buy vs. employ for an additional mechanic to bring outside services in-house.</p> <p>Warehouse – Staffing is adequate – if warehouse expands beyond Electric focus, additional resource might be needed (more long term consideration).</p>																
<p>Comparison with Peer Municipalities</p>	<table border="1"> <tr><td>Public Works Administration</td><td>4</td></tr> <tr><td>Facilities</td><td>0.1</td></tr> <tr><td>Engineering</td><td>4</td></tr> <tr><td>Fleet Mechanic</td><td>1</td></tr> <tr><td>Warehouse Manager</td><td>1</td></tr> </table>	Public Works Administration	4	Facilities	0.1	Engineering	4	Fleet Mechanic	1	Warehouse Manager	1	<table border="1"> <tr><td>3.1 Comparative Average - Public Works Admin</td></tr> <tr><td>5.45 Comparative Average - Facilities</td></tr> <tr><td>3.45 Comparative Average - Engineering (3 comps)</td></tr> <tr><td>2 Comparative Average - Fleet Mechanic (4 comps)</td></tr> <tr><td>No comparatives</td></tr> </table>	3.1 Comparative Average - Public Works Admin	5.45 Comparative Average - Facilities	3.45 Comparative Average - Engineering (3 comps)	2 Comparative Average - Fleet Mechanic (4 comps)	No comparatives
Public Works Administration	4																
Facilities	0.1																
Engineering	4																
Fleet Mechanic	1																
Warehouse Manager	1																
3.1 Comparative Average - Public Works Admin																	
5.45 Comparative Average - Facilities																	
3.45 Comparative Average - Engineering (3 comps)																	
2 Comparative Average - Fleet Mechanic (4 comps)																	
No comparatives																	
	<p>PW Administration</p>	<p>1 FTE more than peers – identifiable to Operations Supervisor (who is responsible for mechanic & warehouse – in addition to admin support).</p>															
	<p>Facilities</p>	<p>No staff – all services contracted</p>															
	<p>Engineering</p>	<p>Staffing is comparable to peers – with function being contracted by 2 cities. Project management would fit within this group.</p>															
	<p>Fleet Mechanic</p>	<p>By comparison, Garage/Fleet mechanic may be short 1 FTE; however, size of fleets for comparison is not available. Milford is using outside mechanics to handle excess capacity – which may indicate the need for an additional mechanic.</p>															
	<p>Warehouse</p>	<p>No comparative cities have a warehouse function (which primarily manages supplies & equipment used by Electric.)</p>															
<p>Staffing Level Self Assessment</p>	<p>PW Administration</p>	<p>Staffing is adequate - 2 new administrative assistants added within past year, plus conversion of admin position to Operations Supervisor.</p>															
	<p>Facilities</p>	<p>N/A</p>															
	<p>Engineering</p>	<p>Decent amount of resources – techs are relatively new needing some training. Might possibly need more help due to pace of City expansion and strategic plan goals.</p>															
	<p>Garage/Fleet Mechanic</p>	<p>Operations Supervisor - beginning analysis to determine if bringing more fleet maintenance in-house would be viable with another mechanic. New equipment (i.e. lifts) would be needed to do brakes service and handle larger vehicles.</p>															

	Warehouse	If warehouse expands to stock equipment and supplies for areas beyond Electric, then additional staff might be needed (not a currently pressing need).
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Strategic Alignment

See Public Works (Part 2) for details.

Benchmarking

Public Works (Part 1):	Milford	Comparative Cities & Town					2018	2017
		[A]	[B]	[C]	[D]	[E]		
Public Works Director	1	1	1	1	1	1	1	1
<i>Assistant Director</i>						1		
Operations Supervisor	1					1	0	0
Administrative Assistants	2	2	1	2	1	1	1	1
Includes Requisitions, POs, Work Orders...								
<i>Procurement</i>		0.5		1				
PW Administration (Sub-total)	4	3.5	2	4	4	2	2	2
Facilities Supervisor	0.1	1					0.1	0.1
<i>Maintenance Supervision</i>		1				1		
<i>Maintenance Staff</i>	Contracted	9		2	2	1	Contracted	Contracted
<i>Custodial/Janitorial Lead</i>						1		
<i>Custodial/Janitorial Crew</i>		1	1	2	2	3.25		
Facilities (Sub-total)	0.1	12	1	4	4	6.25	0.1	0.1
City Engineer	1	1	<i>Contracted</i>	1	<i>Contracted</i>	1	1	1
<i>Civil Engineer</i>		1						
<i>Sustainability Manager</i>						1		
<i>Public Works Project Coordinator</i>				1		0.6		
<i>Field Construction Manager</i>						0.75		
Engineering Technician	2	1		1			1	1
GIS Technician	1	1					1	1
Engineering (Sub-total)	4	4	0	3	0	3.35	3	3
Fleet Mechanic	1	1	<i>Contracted</i>	3	3	1	1	1
Warehouse Manager	1						1	1
Public Works - Part 1 Subtotal	10.1						7.1	7.1

See above for comparison stats.

Organizational Structure

Public Works	Staffing Highlights:	Partner Areas:
Administration	<ul style="list-style-type: none"> • Operations Supervisor oversees mechanic & warehouse – in addition to PW admin support (this FTE accounts for the overage with peer comparison) • Includes procurement function for PW (which could possibly be leveraged city-wide) • New intern position – PT 25 hrs – FT during summer (assignments TBD - possible split between Warehouse & Garage) 	<ul style="list-style-type: none"> • Operations Supervisor coordinates/handles certain responsibilities to allow other PW Supervisors to better focus on their areas • Customer Service logs resident requests for bulk item pick-up (trash and/or yard waste) – communicated weekly to PW Admin for scheduling with Solid Waste
Facilities	<ul style="list-style-type: none"> • Managed by Solid Waste Supervisor • Janitorial & maintenance are contracted 	<ul style="list-style-type: none"> • Parks & Recreation Facilities
Engineering	<ul style="list-style-type: none"> • Techs are needing some more training (relatively new) • GIS Technician is a key role 	<ul style="list-style-type: none"> • Assists with all PW areas • Coordination with contractors
Garage/Fleet	<ul style="list-style-type: none"> • New intern position – PT 25 hrs – FT during summer (assignments TBD - possible split between Warehouse & Garage) 	<ul style="list-style-type: none"> • Police Department
Warehouse	<ul style="list-style-type: none"> • New intern position – PT 25 hrs – FT during summer (assignments TBD - possible split between Warehouse & Garage) 	<ul style="list-style-type: none"> • Electric • Other PW Divisions

Public Works (Part 2) – Staffing Assessment

Public Works assessment is split into two sections:

- Part 1 includes: Administration, Facilities, Engineering, Fleet Mechanic, Warehouse [Assessed for Minimum Staffing Level Required using peer community comparison]
- Part 2 includes: Solid Waste, Streets & Utilities, Water & Sewer, Technical Services, Electric [Assessed for Unique Department Drivers (as peer community data was not comparable)]

Public Works, in general, is responsible for the infrastructure and utilities provided to residents – in addition to Engineering, Facilities and other Operations (admin support, mechanic & warehouse.

- Assessment for Part 1 focuses on individual PW divisions.
- Assessment for Part 2 uses a combined view and comparison for infrastructure and utilities – as certain staff are shared and cross trained with flexible assignments crossing defined divisional groups.

Observations:

Solid Waste:

- Operation is fairly optimized using automated equipment and two fewer staff than in the past.
- With greater automation, when equipment is down then more staff are needed temporarily for coverage – drawing from other PW divisions.
- One PW admin assistant is supporting Solid Waste division.
- For absences (either planned or unexpected), there are no additional resources within the division for coverage.

Streets & Utilities:

- With 7 staff at same level, could possibly benefit from having a foreman – which would free up some Supervisor time to focus on projects and larger issues.

Water & Sewer:

- Need for growth in the staff chain (succession planning – expected supervisor retirement in 2-3 years).

Electric:

- Challenges exist in having ability to attract new staff – existing staff have come up through the ranks (may not have knowledge/experience, but build over time).
- Informal process in place for moving up in classes/positions – need to consistently document training effort & results (want everyone to be 1st class).
- In theory, all functions should be automated from usage to billing.
- Only PW division with union employees.

- GIS usage can be improved and expanded.

Recommendations:

- Perform bottoms up analysis of PW divisional functions and related effort requirements to determine needed roles – along with identifying optimal alignment and organization (includes examining facilities, vegetation management and parks maintenance).
- Consider adding 1 or 2 flex positions to float between divisions to support and cover for absences, emergencies and special projects.
- Have division supervisors identify administrative or transactional work that PW admin assistants can assume or assist in performing – to free up supervisor time.
- Succession planning needs to occur in advance of planned retirements at all levels.
- Develop supervisor skills and experience to balance leading, delegating and executing efforts.
- Determine proper staffing ratios to identify where greatest benefit from having crew lead or foreman roles.
- Opportunities abound to leverage Technology wherever possible – activity based daily time tracking, improved GIS usage, outage management system, central work order system, project management, warehouse management bar coding, etc.

Project / Initiative Highlights:

- Need for outage management system (for electric) – quality & outage – would connect to AMI – route calls/automated messages
- Need for tool, resource or system for scheduling and time tracking – to automate and improve accuracy of time sheets reported on a weekly basis by tracking daily

Staffing Assessments (Peer / Self)

OVERALL ASSESSMENT:	Unique Department Drivers analysis has provided a general reasonableness check for the total staffing level in the aggregate. Since PW staff move between PW divisions to cover where needed at times, individual staffing analyses by PW division is really not an effective approach for the City. A needs-based, bottom-up staffing model analysis performed by PW leadership will help determine proper staffing.	
Comparison with Peer Municipalities	Applying to Public Works – Part 2	<ul style="list-style-type: none"> ▪ Comparison data was insufficient to use as a basis for analysis due to the following reasons: <ul style="list-style-type: none"> ▪ Various services were contracted. ▪ Staffing details were either not available or insufficiently defined. ▪ Electric utility service was not in place for any of the cities.
Unique Department Driver Comparison	Applying to Public Works – Part 2 in aggregate	<ul style="list-style-type: none"> ▪ “Equalized” FTEs are showing peer cities within a reasonable range by comparison ▪ As this analysis is assumption based, the results serve as more of a reasonableness check. ▪ Source materials can be provided to Public Works if they want to “dig

		into the details” for further analysis
Staffing Level Self Assessment	Solid Waste	With supervisor responsible for both Solid Waste and Facilities, consider having crew leader roles identified. Vacations & automated equipment downtime creates challenges and need for assistance from other areas.
	Streets & Utilities	1 staff is loaned to Water & Sewer – so S&U is functionally down 1 FTE. Additionally, with having 7 staff report to the Supervisor, there may be benefit with having a foreman position to allow Supervisor to get out of the day-to-day details.
	Water & Sewer	Staffing is very lean. City is growing – needs to have official staffing match the need (i.e. 1 FTE on loan from Streets & Utilities). 1 staff is a meter technician, but is spending 7 hours per day on Water/Sewer operation with only 1 hour on meter related work. Behind on staffing for city size – as city grows, staff needs to grow.
	Electric	Difficult to attract new staff and existing staff have been trained and advanced internally through the ranks. Certain employees are union members.

Strategic Alignment

Strategic Plan Alignment		Involvement	Resources Needed?
#3 – Economic Health & Development	<u>Goal C:</u> Meet the Commercial Needs of Residents, Businesses and Visitors	General Maintenance & Upkeep – develop vibrant downtown to attract visitors and promote community pride.	No
#4 – Mobility & Infrastructure	<u>Goal A:</u> Proactively Maintain Our Streets	Streets & Utilities – maintain streets so that 80% are always in “fair”, “satisfactory” or “good” condition.	Yes
	<u>Goal B:</u> Proactively Maintain Our Utility Infrastructure	All Utility-related functions plus Engineering – Use new technology to improve efficiency & effective of utility services.	Yes
		All Utility-related functions plus Engineering – Evaluate utility infrastructure for current condition and put plans in place for maintenance or replacement.	Yes
	<u>Goal C:</u> Address Future Growth by Proactively Making Improvements to Infrastructure	All Utility-related functions – annually project and evaluate utility (wastewater, electricity, water) demands required for future growth.	No
	<u>Goal D:</u> Continue to Develop a Multi-Modal, Pedestrian-Friendly Framework Throughout the City	Streets & Utilities – include “Complete Streets” best practices for projected new streets & repaving projects; implement sidewalk maintenance/replacement program; improve existing transportation options & accessibility - # of routes, optimal stops locations.	Yes
	<u>Goal E:</u> Improve Traffic Management	General PW – work with agency partners to ensure pedestrian and drivers' safety are improved.	No

	Throughout the City		
#5 – Neighborhood & Community Services	Goal A: Preserve and Enhance the Property Values and Quality of Our Neighborhoods	General PW – Enhance the City’s identity through well-maintained green spaces and parks.	No
		General PW – Include sufficient open space in and near neighborhoods during future planning and zoning.	No

Benchmarking

Public Works (Part 2):	Milford	Comparative Cities & Town					2018	2017	
		[A]	[B]	[C]	[D]	[E]			
Solid Waste Supervisor <i>Solid Waste Crew Chief</i>	0.9	Contracted Curbside Collection / Employed - Specialized Services	Contracted	Contracted	1	3	1	0.9	0.9
Solid Waste Equipment Operators <i>Sanitation Collector</i>	4	1					4	4	6
		1				7	5		
Solid Waste (Sub-total)	4.9	2	0	0	11	10	4.9	6.9	
Streets & Utilities Supervisor <i>Streets Foreman/Lead</i>	1	1	Contracted	1	1	1	1	1	1
		1		2		2			
Streets & Utilities Equipment Operator <i>Street Maintenance Worker</i>	7	2		2	1	1	7	7	7
		5		7	1	3			
Streets & Utilities (Sub-total)	8	9	0	12	3	7	8	8	
Water & Sewer Plant Ops Supervisor <i>Assistant Supervisor</i> <i>Service Coordinator/Crew Leader</i>	1	1	Grouped FTE Total (No detail breakout)		Contracted	Contracted	1	1	1
		1		1					
Water/Sewer Technician <i>Equipment Operator</i> <i>Utility Maintenance</i>	2	4	17		8		2	2	2
		2							
		1							
Water/Sewer Distribution (Sub-total)	3	10	17	9	0	0	3	3	
Technical Services Supervisor	1	No comparative municipalities had electric service similar to City of Milford					1	1	1
Meter Tech	2						2	2	2
Technical Services (Sub-total)	3	0	0	0	0	0	3	3	
Electrical Engineer	1						1	1	1
Line Foreman	1	No comparative municipalities had electric service similar to City of Milford					1	1	1
Lead Lineman	1						1	1	1
Lineman	7						7	7	7
Electric (Sub-total)	10	0	0	0	0	0	10	10	
Public Works - Part 2 Subtotal	28.9						28.9	30.9	

Note: Peer comparison was not useful as services were either not comparable or did not exist. Unique Department Drivers were identified to complete secondary analysis.

Unique Department Drivers

Since Milford has an electric utility (which is a member of DEMEC), member cities and towns were looked at to find budget reports with FTE information to use for comparison. Dover and Newark have been used for comparison purposes and FTE counts have been “equalized” since both cities have 3x the population of Milford to provided comparable data.

Additionally, Milford Public Works uses a staffing approach where staff members within various divisions are cross trained for coverage and staffing flexibility. For example, Streets is typically a standalone division; however, Milford has combined it as Streets & Utilities to include skill sets for Water & Sewer focused upon getting water & wastewater between pumping stations and houses. Team members will also assist with absence, emergencies and other types of coverage – for solid waste pick-up, street plowing, etc. across divisions.

Based on this operational approach, the Unique Department Drivers comparison has taken an aggregated approach to focusing on the sum rather than the detail. Details by division (such as job titles and counts) are included for City Public Works to dig into source material for each division.

Note: Analysis involves various assumptions to “equalize” available data between larger cities and Milford for interpretation.

Equalized FTE Comparison (Public Works - Part 2)	MILFORD	DOVER	NEWARK
Including: - Solid Waste - Streets & Utilities - Water & Sewer - Technical Services - Electric	28.9	29.2	26.3

Total Equalized FTEs 29.15

DOVER <i>(Electric Production excluded)</i>	FTEs	Equalization Factor	Equalized FTE
Public Works Operations Manager	1	100%	1.00
Sanitation:			
Fleet, Facilities & Sanitation Field Supervisor	1	50%	0.50
Crew Leader	1	50%	0.50
Equipment Operator	9	35%	3.15
Sanitation Sub-total:			4.15
Streets & Stormwater Maintenance:			
Streets Field Supervisor	1	100%	1.00
Crew Leader	1	50%	0.50
Lead Laborer	1	35%	0.35
Equipment Operator	4	35%	1.40
Sign/Street Painter	1	0%	-
Streets & Stormwater Maint. Sub-total:			3.25
Water Management:			
Water/Wastewater Maintenance Supervisor	0.5	100%	0.50
Crew Leader	1	50%	0.50
Util. Con. Crew Leader	1	50%	0.50
Equipment Operator	3	35%	1.05
Water Management Sub-total:			2.55
Wastewater Management:			
Water/Wastewater Maintenance Supervisor	0.5	100%	0.50
Maintenance Mechanic	6	35%	2.10
Equipment Operator	4	35%	1.40
Water Service Person	1	100%	1.00
Wastewater Management Sub-total:			5.00
Electric:			
Electric Director	1	100%	1.00
Electrical Engineer	2	50%	1.00
SCADA Tech	1	35%	0.35
Line Crew Superintendent	1	35%	0.35
Lineman Crew Leader	3	35%	1.05
Lineman	18	35%	6.30
Groundworker	1	35%	0.35
Electric Meter Techs	3	35%	1.05
Electric Sub-total:			11.45
Meter Reading - Field Service Reps (Cus	5	35%	1.75

Total Equalized FTEs 26.30

NEWARK <i>(Water Treatment excluded)</i>	FTEs	Equalization Factor	Equalized FTE
Field Operations Superintendent	1	100%	1.00
Utility Inspectors	3	35%	1.05
Refuse:			
Refuse Coordinator	1	100%	1.00
Refuse Driver	4	35%	1.40
Refuse Collector	3	35%	1.05
Maintenance	1	50%	0.50
Refuse Sub-total:			3.95
Street Maintenance:			
PWWR Supervisor	1	100%	1.00
Equipment Operator	3	35%	1.05
Maintenance	3	35%	1.05
Street Maintenance Sub-total:			3.10
Water:			
Director of PWWR	1	50%	0.50
Deputy Director of PWWR	1	0%	-
Water Operations Superintendent	1	50%	0.50
PWWR Supervisor	1	50%	0.50
Equipment Operator	3	35%	1.05
Maintenance	4	35%	1.40
Water Meter Technician	1	100%	1.00
Water Sub-total:			4.95
Sewer:			
Equipment Operator	2	35%	0.70
Maintenance	2	35%	0.70
Water & Sewer Inspector	1	100%	1.00
Sewer Sub-total:			2.40
Stormwater:			
Environmental Program Coordinator	1	0%	-
Equipment Operator	2	35%	0.70
Maintenance	2	35%	0.70
Stormwater Sub-total:			1.40
Electric:			
Director of Electric	1	50%	0.50
Deputy Director of Electric	1	50%	0.50
Electric Superintendent	1	50%	0.50
Engineering Tech	1	35%	0.35
Senior Lineman	2	35%	0.70
Lineman	8	35%	2.80
Electric Meter Tech	1	100%	1.00
Electrician	3	35%	1.05
Electric Groundhand	3	35%	1.05
Electric Sub-total:			8.45

Organizational Structure

Public Works	Staffing Highlights:	Partner Areas:
Solid Waste	<ul style="list-style-type: none"> • Team is very streamlined with automated equipment – however, equipment breakdown or staff absence creates need for assistance from other PW areas • Supervisor also has responsibility for Facilities 	<ul style="list-style-type: none"> • Customer Service maintains bulk item request logs and provides to Solid Waste weekly (on Friday) for scheduling • Drivers/Collectors track resident behavior in getting containers in proper place for automated equipment pick up
Streets & Utilities	<ul style="list-style-type: none"> • Combined 2 prior units • Cross trained staff – with no specializations • Could possibly benefit from having a foreman • 1 staff is loaned to Water & Sewer • Water mains (not treatment), Sewer mains to pumping stations, Storm drains • Streets, plowing, maintenance, sidewalks, mowing grass @ facilities 	<ul style="list-style-type: none"> • Backup to help Solid Waste • Assist Electric • Address emergencies • Provide billing information to Customer Service for sidewalk replacement program
Water & Sewer	<ul style="list-style-type: none"> • Meter Technicians – install/maintain meters, read meters for billing data • 1 FTE “borrowed” from Streets & Utilities 	<ul style="list-style-type: none"> • Meter reading data (AMI) to Customer Service for billing • Service set up requests (thru Customer Service)
Electric	<ul style="list-style-type: none"> • Technical Services – includes Electric/Water Meter Techs (install, remove, troubleshoot, read data for billing) • Certain staff are union members 	<ul style="list-style-type: none"> • Meter reading data (AMI) to Customer Service for billing • Service set up requests (thru Customer Service)

Additional Items

More Information about Comparable Cities and Towns

Used for Establishing Minimum Staffing Level Required

Identifying and obtaining staffing information for cities and town of comparable size is an essential element for a staffing analysis. The first step is identifying a list of comparably sized cities and towns in the surrounding regional area (Delaware and Maryland). From this list, those municipalities with

similar population and publicly available budget documents including staffing FTE data were selected for inclusion. Available data was grouped, organized and compared to Milford’s services structure.

Some significant items to note related to available data include:

- Parks maintenance was included with Public Works for many of the cities.
- Recreation services were provided by or partnered with the County for many of the municipalities.
- None of the comparatives had an electric service similar to Milford.
- The span of Milford’s Customer Service area was not really comparable to the cities and town due to the inclusion of electric utility and tax billing.
- New Carrollton and Takoma Park were more urban.
- Elkton MD mostly used contracted services for Public Works, so its information was mostly useful in non-Public Works areas and Public Works (Part 1). Selected Public Works services were also contracted within the comparatives.

The following cities and towns were used for staffing comparison.

Staffing Comparison – Cities & Towns (2010 census & 2020 population estimates)					
Map ID	Municipality	Municipality	2010 Census	2020 Pop. Est.	Growth %
---	Milford DE	City	9,559	11,353	18.8%
A	Cambridge MD	City	12,326	12,285	-.3%
B	Elkton MD	Town	15,443	15,640	1.3%
C	Havre de Grace MD	City	12,952	13,792	6.5%
D	New Carrollton MD	City	12,135	12,964	6.8%
E	Takoma Park MD	City	16,715	17,768	6.3%



Cities Used for Unique Department Drivers

Since 1st level peer comparison resulted in no communities providing Electric Service (like Milford), the next step was to look at the list of DEMEC (Delaware Municipal Electric Corporation) member communities – which provided two cities (with 3 times population size) having publicly available budget documents including staffing FTE data for secondary comparison.

Cities for Unique Department Driver Comparisons (2010 census & 2020 population estimates)				
Municipality	Municipality	2010 Census	2020 Pop. Est.	Growth %
Milford DE	City	9,559	11,353	18.8%
Dover DE	City	36,047	38,079	5.6%
Newark DE	City	31,454	33,673	7.1%



Wilmington city	70,851
→ Dover city	36,047
→ Newark city	31,454
Middletown town	18,871
Smyrna town	10,023
Milford city	9,559
Seaford city	6,928
Georgetown town	6,422
Elsmere town	6,131
New Castle city	5,285
Millsboro town	3,877
Laurel town	3,708
Harrington city	3,562
Clayton town	2,918
Lewes city	2,747

Additionally, Unique Department Drivers were identified for Customer Service (which is more comparable to Dover and Newark – with utility and tax billing) and also for general utilities areas within Public Works (Water/Sewer, Streets & Utilities, Electric, Technical Services and Engineering).

Identified Opportunity and Recommended Additional Analysis: Resource Coordination for Transactional Activities Support

Within the past year, additional administrative assistants (2) for Public Works and billing clerks (2) for Customer Service (plus an open admin assistant position for City Admin) have been incorporated into city operations. While each group is continuing to evaluate and adjust for the best use of these resources for their specific needs, there are many city-wide conditions and considerations indicating a need for and potential benefit from using a broader scope in evaluating what support resources are available and how best to coordinate and use them.

Overarching considerations:

- Groups (e.g. Customer Service and Planning) with interconnected activities (permit & license fees, payment receipt) which were previously co-located (@ Public Works building) or conveniently-located (Downtown) have had to adjust processes and add more responsibilities (i.e. Planning office now taking payments).
 - There is a significant need to limit and control roles/locations involved in financial processes (i.e. payment receipt) – along with ensuring proper segregation of duties, reconciliation and review activities.
 - Best practices provide that payments should be received and controlled separately from where the bill or fee originated – this was much easier when you could “walk down the hall or across the street” from the Planning department to pay your fee at Customer Service and provide the receipt to Planning as proof of payment.
- Various activities (billings, licensing renewals, notifications, etc.) have an annual, seasonal or periodic cycle associated with them – and in some cases, temporary assistance is brought in to help complete the tasks when there may be capacity to partner between areas and avoid the additional expense.
- For each group, process documentation and details may not be as complete, accessible or broadly known. Examining and understanding the various processes with a similar type will provide a needed foundation for being able to analyze, determine and act upon opportunities for greater efficiency and effectiveness both for operational groups and members of the community.
- Individual departments may still have an outstanding need for some level of administrative support, but not enough to support the addition of a dedicated resource. Some areas to consider for permanent staff sharing may include: Planning & Development, IT for helpdesk requests coordination, Parks & Recreation, City Administration.
- In order to provide residents with a single point of contact, certain non-Customer Service admin support with high resident interaction could possibly be co-located with Customer Service while organizationally reporting to another department. Examples include: Parks & Recreation program registration, licensing and renewal, etc.

- The following table reflects positions that provide administrative support and/or handle cyclical or transactional activities that may share similar skills sets or available capacity.

Roles to consider for Transactional Activities Support (currently involved or potential)	City Admin	Finance, Acctg & IT	Customer Service	Planning & Development	Parks & Recreation	Public Works	Total
Administrative Support	1	-	-	-	1	2	4
Cash Receipts Clerk	-	-	3	-	-	-	3
Billing Clerk	-	-	5	-	-	-	5
Permitting	-	-	-	1	-	-	1
Total for Consideration	1	0	8	1	1	2	13

A selection of activities & processes for consideration include:

- Resident Questions & Assistance
- Payment Receipt
- Utility Billing
- Tax Billing
- Initial Licensing and Annual Renewals
- Permits & Licenses
- Recreation Program Registration and Fees
- Public Works Requests – Bulk Pick Up Requests
- Special Mass Notices & Mailings
- Special Billings & Assessments
- IT Helpdesk Request Coordination
- Planning & Development – to facilitate separation of front office vs. back office activities to increase efficiency through interruption reduction

Self-assessment Scorecard – Performance Standards

Scorecard Page 1

CAPABILITY MATURITY MODEL (CMM)

 Dept:


Self-assessment Scorecard for City of Milford - Performance Standards

We use a form of Capability Maturity Model (CMM) as one of the key methods in reviewing Departmental productivity (i.e. effectiveness and efficiency). The level of capability maturity is analogous to the stages organizations go through as they mature. More specifically, levels of maturity represent a collection of elements that describe levels of capabilities. It helps establish performance benchmarks that allow for identification of capability strengths and opportunities for focus and improvement. The CMM also allows for prioritization of actions and practical continuous improvement.

The stages of capability (and development) that allow for benchmarking are **applied to client's processes, controls and structures**. We recommend City leadership perform a self-assessment on the performance standards shown below. The self-assessment approach allows for client collaboration and value-added reflection. This empowerment results in more effective change and improvement.

Please complete the form below, placing yourself on the maturity scale for each measurement criteria:

Unpredictable / Ad hoc [1]	Managed – but also Reactive [2]	Standardized / Proactive [3]	Aided by Benchmarks & Measurements [4]	Continuous Improvement Mode [5]
SOPs				
The use of well-structured and documented Standard Operating Procedures for all core processes and tasks help affix understanding and responsibility.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Relevance				
Core processes have process-relevance – main activities are consistent, repeatable, and of a high quality.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Efficiency				
The main processes are usable – understandable and as simple as they can be, while still meeting customer and business needs..				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Ownership				
Important processes have an owner who is responsible for directing its design, ensuring it aligns with requirements and business strategy.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benchmarking				
The process owners will ensure that measures and certain key performance indicators are in place.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Measures				
Process measures are in place. They provide leading measures of how the business is operating now, how the strategic initiatives are realized.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork & Self-Management				
Key Department personnel are skilled in teamwork and self-management.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department Structure				
The Department organization structure appears to have the proper lines of authority and reporting relationships.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



CAPABILITY MATURITY MODEL (CMM)

Unpredictable / Ad hoc [1]	Managed – but also Reactive [2]	Standardized / Proactive [3]	Aided by Benchmarks & Measurements [4]	Continuous Improvement Mode [5]
Communication Approach				
Communication lines are proactive and lean on the side of over-communication.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workload Allocations				
Workload allocations are commensurate with capabilities and are equitable.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department Achievement				
Our Department has the capabilities and drive for achieving more with additional resources.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholder Engagement				
We meet with our core Stakeholders periodically to review expectations, progress on initiatives and collaborative problem solving.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning System				
We are confident in our planning system – how service requests are captured, defined, evaluated and prioritized.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Measurement				
We are making progress on objective ways to measure our Department’s performance and are content with the level of standards currently in place.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Skill Levels				
Our Department has the proper balance of ‘skilled staff on the job’ with ‘staff needing development to be productive.’				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology Utilization				
Technology utilization is a Department asset.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Engagement				
Our staff members are engaged in their jobs and participate in seeking ways to increase job satisfaction.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staffing Levels				
The staffing levels keep pace with Stakeholder requirements and are monitored for go-forward needs.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual Training				
Staff members are afforded the opportunity to receive training on an annual basis.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development Plans				
Development plans are established in connection with performance reviews and employee growth opportunities.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MILFORD CITY COUNCIL
MINUTES OF MEETING
June 8, 2020

The City Council of the City of Milford convened their regular meeting by way of video conferencing on Monday, June 8, 2020. The meeting was available for public view and participation as permitted.

PRESIDING: Mayor Archie Campbell

IN ATTENDANCE: Councilmembers Daniel Marabello, Mike Boyle, Lisa Ingram Peel, Todd Culotta, Owen Brooks Jr., Douglas Morrow, Jason James Sr. and Katrina Wilson

STAFF: City Manager Mark Whitfield, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: Solicitor David Rutt, Esquire

In an effort to adhere to social distancing protocols and best practices imposed by Governor John Carney's State of Emergency Declaration effective March 13, 2020, the City of Milford has canceled all public gatherings until further notice. See June 8, 2020 Council Meeting Agenda and Packet for additional information.

CALLED TO ORDER

Mayor Campbell called the meeting to order at 7:01 p.m.

INVOCATION AND PLEDGE

The Pledge of Allegiance, followed the invocation was given by Councilmember Wilson.

APPROVAL OF PREVIOUS MINUTES

Included in the packet were minutes from the April 27, 2020 Council Meeting, May 11, May 18, May 20 and May 26, 2020 Council Meeting and Budget Workshops. Motion made to approve by Councilmember Brooks, seconded by Councilmember Culotta. Motion carried.

RECOGNITION

University of Delaware Interns

City Engineer James Puddicombe introduced the new summer Interns from the University of Delaware. Alex Beam is a Civil Engineer and Samantha Lee is a Construction Engineer that will be working on several projects that will be presented to City Council upon their conclusion.

MONTHLY POLICE REPORT

Councilmember Wilson presented the report on behalf of Chief Brown:

Monthly Stats

Due to COVID-19 Pandemic and limited staffing throughout the month of May 2020, stats are extremely lower than normal.

Monthly Activities:

Throughout the month of May participated in numerous conference calls and virtual meetings in reference the COVID-19 and the Governor's Emergency Order for the State of Delaware. This includes weekly Fire and Police conference calls, calls with the Governor, monthly State and Sussex Chiefs meeting, COVID-19 JAG conference

call, City budget conference calls and Municipalities of Sussex Co. conference call and numerous calls with City Government Officials, the City Manager and the public.

Training -

All Training outside the department was cancelled except for firearms recertification for the Month of May 2020 due to the COVID-19 Pandemic. Officer have been assigned required training via webinars throughout the month.

SRO-

Due to the COVID-19 Pandemic all schools are closed for the remainder of the FY19-20 School Year. Community Policing officers have been supplementing shifts for the past two months. Sgt. Masten participated in an event sponsored by DPH/HMA and join them when handing out 50 kits of naloxone and educating the Milford community on same.

K-9 Unit

K9 Unit was sent to Dover to assist with the protest. While there, the K9 unit was utilized on a felony traffic stop of a suspect vehicle that had just shot at a Police vehicle and fled the area.

K9 Unit was utilized for crowd control after several shots were heard in on North Street. Upon arrival, the dog was utilized to help disperse a large crowd that had gathered.

K9 Unit was used on a traffic stop in which it alerted on T.16 that was found in the front passenger seat.

K9 Units were utilized to clear several businesses & residences throughout the month after finding open doors while on patrol or at the request of homeowners.

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K9 Units were utilized to clear several businesses & residences throughout the month after finding open doors while on patrol or at the request of homeowners.

Due to the COVID-19 Pandemic stats for the K9 Unit are still lower than usual for the Month of May 2020.

Councilmember James asked what criteria is used when the K9 is dispatched or called into duty; Chief Brown advised it is usually for felony-level crimes. He added they have very serious criteria that has to be met before they can be deployed. However, the unit maybe used as a deterrent in some instances, such as a large crowd.

Councilmember Boyle moved to accept the report, seconded by Councilmember James. Motion carried.

MONTHLY CITY MANAGER REPORT

City Manager Whitfield referenced the report, noting that because of the early Council meeting, a number of staff were unable to complete their reports, though he will later provide that information.

He commented that even though there were no significant highlights, with everyone at home and the schools not in session, the City is collecting a lot more waste that must be taken to the transfer station. Because of that, the City will see a significant increase in landfill fees.

When asked if those additional costs have been incorporated into the FY21 budget, Mr. Whitfield said yes though more importantly, they are figured in on the year-end estimates.

Councilmember Wilson moved to accept the City Manager Report, seconded by Councilmember Boyle. Motion carried.

MONTHLY CITY FINANCE REPORT

Finance Chairman James reviewed the April report noting the total of all funds decreased from March to April by \$1.1 million. The major decrease was in the cash bank balance of \$96,200, with the majority was the result of general fund expenses of \$582,000.

Cash in the sewer fund decreased from \$503,000 to \$299,000. The major portion of debt from the sewer fund was \$162,000 paid to Kuhn Construction for the USDA Shawnee Acres Pump Station Project and \$40,000 related to normal maintenance.

Reserves decreased by \$306,000, with expenses from water reserves of \$41,000 paid to Teal Construction for the Southeast Second Street Utility Project. Impact fees increased by approximately \$27,000 and Police/General Government Enhancement Fees by \$55,000.

For the operating budget, 83% of the year has now elapsed, with revenues at 84% and expenses at 73%.

Electric revenues are \$2.5 million over budget and water/sewer/wastewater revenues between \$900,000 and \$1.2 million are projected over budget this year.

Chairman James also pointed out the real estate property tax budget was \$4.15 million year to date with 99.9 percent collected.

The weakest area is in sewer revenues which are 10 to 11% below budget though all other areas are solid.

This year may be slightly better than last year, with a couple months left to go as revenues are expected to exceed expenses as is the norm.

He also noted the general fund budget increased by \$80,000 with \$10,000 added to Planning and Zoning legal fees and \$70,000 added to the Police budget for legal services as well.

When asked if delinquent taxes are included in the year-to-date total, Mr. Whitfield said he will get that information from the Finance and Customer Services Departments. Councilmember Marabello also asked Mr. Whitfield to confirm the \$140,000 has been paid to Carlisle Fire Company.

He also verified the final year of the three-year commitment involving restricted funding for the additional five police officers ends June 30, 2021.

Chairman James also asked for some information regarding the cost of service minimum cash for electric reserves and operating costs though UFS did not provide the number that should be kept in the reserve account. City Manager Whitfield explained that they do not break it out and only provided a lump sum they believe is needed in cash reserves though he, along with the Finance Director and City Accountant, will attempt to get additional information.

Because of the hold that has been on the payment of utilities as a result of Covid-19, the City is anxious to receive the criteria for paying back those past due utility accounts. The City Manager added that the Governor's staff has stated the criteria would be the same across the board with a minimum term related to the payback timeline.

He shared there is roughly \$275,000 in delinquent utility accounts in the City which will need to be addressed.

Mr. Whitfield confirmed the City began to send out delinquent notices the latter part of May which did spur some payments once customers understood their financial situations and many have already set up payment plans.

Councilmember Wilson moved to accept the April 2020 report, seconded by Councilmember Boyle. Motion carried.

COMMITTEE & WARD REPORTS

No items.

COMMUNICATIONS & CORRESPONDENCE

Upcoming Annual Election

Councilman Boyle reported that anyone not involved in the election, has probably not had the opportunity to observe the amount of work the City Clerk and Deputy City Clerk have been doing to encourage voter registrations, while purging the list to ensure it is updated. They have spent an enormous amount of time taking registrations over the telephone as well.

In addition, they followed up with the absentee ballot charge and prepared and mailed absentee ballot applications to all registered voters.

A couple of errors were reported to Mrs. Hudson who promised the voter that if necessary, they would call every voter personally to make sure they received their ballot. In his opinion, these employees have gone far beyond what was expected and he really wants to commend them on that work.

As a result, he feels the election will go smoothly thanks to their efforts.

Mayor Campbell said he has witnessed the amount of work they have done and no one would believe how many absentee applications were mailed out, and how organized the system was. He agrees they definitely deserve to be applauded and Council agreed.

Ms. Hudson thanked Council adding that the work was completed as a team.

Truitt Avenue Extended Sign

Councilmember James also thanked the City Manager and his staff for the quick action in getting a “Watch Children” sign installed for a new resident who has a child with special needs. He said that was very important to the family and appreciates it.

Councilmember Wilson also thanked Mr. Whitfield.

City Engineer

Mayor Campbell then expressed his appreciation to City Engineer James Puddicombe for coming to his aid with a number of recent concerns.

Milford Senior Cruise

Mayor Campbell reported that Chief Brown worked with Principal Jesse Parsley, along with the School Superintendent and himself, to make the event happen which has been scheduled for June 17th. Because Chief Brown agreed to change the route, the cruise can proceed.

Councilman James thanked those involved who allowed this long-standing tradition in Milford to occur.

Mayor Campbell thanked Chief Brown for riding around to ensure the route was safe.

In addition, Milford High School graduation has been scheduled on June 18th at which time the graduates will be social distancing with seating arranged over the entire football field at the stadium.

UNFINISHED BUSINESS

Status/City Funding/2020 Canceled Ladybug Festival

A request was received from DMI Executive Director Trish Gerken related to the \$30,000 contribution received from the City for this year's event.

DMI President Peggy Reilly referenced the memo stating the Ladybug Festival will be deferred until September of 2021, to prevent any loss of funding:

Dear Council, Mayor Campbell, and Mr. Whitfield:

Downtown Milford, Inc graciously accepted funds in the amount of \$30,000 for the Ladybug Music Festival scheduled for September 12, 2020. As an economic driver for Downtown Milford and a community celebration for the Greater Milford area and beyond, we believe in the value of the festival and appreciate your continued support.

After careful consideration and guidance from community stakeholders, it has become apparent health concerns due to COVID-19 will make it unsafe for us to gather together in person for the 2020 Ladybug Festival. With crowd participation expected to reach beyond 5,000 people, it does not seem feasible to be able to practice social distancing and CDC guidelines for gatherings.

DMI paid a deposit of \$5,000.00 to Gable Music Ventures on March 1, 2020 to secure our date and event. Currently, we have the remaining \$25,000 funds appropriated to this event. We were able to defer our 2020 deposit for a September 2021 event. It is our wish to be able to use the remaining funds for a 2021 Ladybug Music Festival.

Finance Chairman James reported that at the last Council meeting, there was a decision made to budget the \$30,000 in the new fiscal year budget, but the \$30,000 earmarked for this year's festival should be returned to the City. He said there was a question about the \$5,000 deposit, and whether it would be returned to DMI.

President Reilly asked if Council is willing to defer the money until 2021. Councilmember James explained that has been taken care of through the allocation of that same amount in next year's budget. However, there may still be a need for a review and reconsideration of the amount next year, though at this point, that is Council's intent.

Ms. Gerken added that they wanted to make that formal request, though they also want to make sure the correct protocol has been followed.

Councilmember Marabello reiterated the \$30,000 is already included in the new budget for this purpose. He then questioned the reliability of the Gable organization; President Reilly said it appears they are very reputable though she has no guarantee. In addition, there is the potential they could lose the \$5,000 though they have asked for a 2021 date and are proceeding with plans and marketing materials.

When asked by the Solicitor the possibility of getting the deposit back, President Reilly noted that currently they are treating it as a deposit for the 2021 event, but are willing to inquire.

Mr. Rutt confirmed DMI received the assurance the deposit would go toward the next event and Ms. Reilly said it was documented as part of a series of emails related to the 2021 event.

Ms. Gerken also explained the \$5,000 deposit is normally required several months in advance to assist with the costs of the marketing materials and to secure the date.

It was agreed by Council that DMI should make the attempt to get the \$5,000 deposit back from Gable, understanding it must be paid several months prior to next year's event. In addition, the \$30,000 has been budgeted in the FY21 budget.

Ms. Reilly agreed to request the \$5,000 be returned and will then follow up with Council. Solicitor Rutt offered to provide an opinion as to the language in the contract related to the return of the deposit.

Adoption/Resolution 2020-19/City of Milford Fiscal Year 2020-2021 Budget & Capital Program

City Manager Whitfield presented the final resolution which adopts the Fiscal Year 2020-2021 budget, and reviewed the projected revenues, expenditures, debt services and capital services in accordance with the projected budget. He also included with the budget a memo with highlights and a report showing all related questions and answers from the past few months. He also commented how the current fiscal condition of the City is stable and the proposed budget is a balanced budget. However, there are some revenue sources that will need to be reviewed over the next year.

Mayor Campbell opened the floor for public comment on the resolution. No one replied and the floor was closed.

Councilmember James thanked City Manager Whitfield and City Accountant Sandra Peck for entertaining all the questions. He said this is his second budget and finds this process a much more transparent and informative one, particularly with the question and answer document, which can always be referred to at a later date.

He commended Mr. Whitfield and his team. Councilmember Marabello agreed adding it was the best budget process he has seen since he moved to Milford. Councilmember Peel added that this has been exceptional and appreciates the manner in which Council was able to view the various discussions that occurred throughout the course. She also applauded Mr. Whitfield for allowing the additional input from all his department heads and team. She feels there is a lot to be said to involve them, because they helped shaped the budget, which allowed a better understanding of their roles and fiscal responsibilities to the City. She is unaware of that ever happening to that degree and applauds his efforts.

The Mayor and Councilmembers concurred.

Mr. Whitfield commended Ms. Peck for the amount of time and effort she devoted to this budget, which included a number of night and early morning hours, as well as weekends, and appreciates her commitment to seeing this successfully completed.

Councilmember Marabello moved to adopt Resolution 2020-19, adopting the City of Milford Budget for FY 2020-2021, in the amounts outlined in the resolution, seconded by Councilmember James:

RESOLUTION 2020-19
ADOPTING THE CITY OF MILFORD
FISCAL YEAR 2020-2021 BUDGET & CAPITAL PROGRAM

WHEREAS, the operating and capital budgets of the City of Milford for the Fiscal Year 2020-2021 were prepared and submitted to the City Council by the City Manager in accordance with Article VI 'Financial Procedures' of the City Charter; and

WHEREAS, the City Council was presented with the proposed budget following a comprehensive study and review while meeting in public sessions on May 18, 2020 and May 20, 2020; and

WHEREAS, in the opinion of the City Council, the budget accurately, as possible, reflects the city's anticipated revenues and expenditures for the fiscal year beginning July 1, 2020 and ending June 30, 2021.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MILFORD, that the City of Milford's Operating Budget for Departments shown under General Fund as Administration, Planning and Zoning, Code Enforcement and Inspections, Finance, Information Technology, Police, Streets Division, Parks and Recreation and Council; and the Water, Sewer, Sanitation and Electric Divisions was adopted and approved as the budget of the City of Milford for Fiscal Year 2020-2021 in the following amounts:

Operations and Maintenance - \$40,984,611
Debt Service - \$1,092,770
Capital Program - \$1,972,821
Total Expenditures - \$44,050,201

A copy of said budget, is on file in the Office of the City Clerk, as was adopted by majority vote of Milford City Council on the 8th day of June 2020.

Motion carried by a unanimous vote.

NEW BUSINESS

Bid Award/Account Authorization/NW NE Front Street Sewer Line Rehabilitation Project

City Engineer James Puddicombe reported that three bids were received for the Northeast/Northwest Front Street Sewer Line Rehabilitation.

The lowest bid was contingent upon changing some of the material specifications, which is not permitted in a sealed bid process. Because of that, it could not be considered.

As a result, he is recommending the contract be awarded to Pleasants Construction, Incorporated in the amount of \$1,362,218.

The City Engineer also recalled a previous discussion regarding a need to amend the funding source from sewer reserves to sewer impact fees, because the majority of the work was the result of the increase in capacity.

The increase of \$273,894.85, will need to be added to the \$211,781, previously authorized for payment from the sewer reserves, for a total payment of \$485,675.85, and will now be funded from the sewer impact fees. The remaining amount will be funded by USDA Grants and Loans, as is indicated in the cost estimate included in the corresponding packet.

Councilmember Boyle moved to award the Northwest/Northeast Front Street Sewer Line Rehabilitation Project to Pleasants Construction, Incorporated, contingent upon USDA approval in the amount of \$1,362,218, and the authorization of \$485,675.85 to be paid from Sewer Impact Fees, thus eliminating the previous authorization of \$211,781 from Sewer Reserves, seconded by Councilmember Culotta. Motion carried with no one opposed.

Appointment/City of Milford Planning Commissioner

Planning Director Pierce recalled that in January, a Planning Commissioner resigned from the seven-member board. A second vacancy will be occurring when another commissioner moves outside of Milford.

He reported that Mark Redden had expressed interest and previously submitted his application for the Board of Adjustment. Because of his background and experience as an architect, Mr. Pierce believes he will be an excellent candidate.

Mr. Pierce interviewed Mr. Redden and is recommending his appointment.

Mr. Pierce also shared there is presently no representation from the Fourth Ward though it has always been a goal of the City to keep equal representation from all four wards. Councilman James said he has been speaking to a potential candidate from the Fourth Ward who may be applying.

Councilmember Culotta confirmed the appointment of Mark Redden to the Planning Commission, to fill the remaining term left by Commissioner Ray Lynch, seconded by Councilmember Peel. Motion carried with no one opposed.

Status/Milford Aquarium/William Pilecki

Mr. Whitfield presented the following request from Mr. Pilecki:

Please review the attached Contract between The City of Milford and the Milford Aquarium (see corresponding Council packet). Per the terms of the contract the City has the right of first refusal to purchase the contract for the sum of \$23,000. I have discussed this with Mayor Campbell and he has chosen not to make a decision.

Under the direction of Council, I am giving you thirty days to exercise your right of first refusal. If I do not receive a response by June 20, 2020, it will be deemed a waiver of the City's right to purchase and a consent for the Aquarium to sell the plan to a third party.

The City Manager reminded Council the agreement was signed in 2016, at which time the City of Milford provided some funding toward the feasibility study that was done, but is no longer involved.

Mr. Rutt reviewed the contract which includes some provisions that he does not know happened or not. From his assessment, he concluded that several conditions were discretionary on the part of the City and the City is not obligated to do this.

Following a brief discussion, Councilmember James moved to decline the offer to pay \$23,000 and instead allow the aquarium organization to market and sell the plan, without any further involvement of the City, seconded by Councilmember Brooks. Motion carried.

Introduction of Ordinances:

*Ordinance 2020-15
Code of the City of Milford
Part I-Administrative Legislation
Chapter 55-Personnel*

Mayor Campbell introduced Ordinance 2020-15, amending Chapter 55 entitled Personnel of the City Code.

City Manager Whitfield said this involves the clarification of items in the Personnel Ordinance and adds some minor language that relate to our current practices. It is scheduled to be adopted at the June 22, 2020 Council meeting.

*Ordinance 2020-16
Wright Mortuary on behalf of Congregation of the Most High Yahvey, Incorporated
Conditional Use to allow an Undertaker on 0.94 +/- acres in a C2 Zoning District.
Property is located at 9 SE Second Street, Milford, Delaware.
Present Use: Church; Proposed Use: Undertaker.
Tax Map: 3-30-6.20-041.00*

Mayor Campbell introduced the Ordinance, noting this is the building is directly across from the City's Finance Department and was previously the Milford Moose Lodge, prior to them building off Kirby Road.

Planning Director Pierce provided a brief synopsis of the request. The Planning Commission will hear the application on June 16th, with a final public hearing scheduled before Council on June 22, 2020.

EXECUTIVE SESSION

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

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

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

Motion carried.

Mayor Campbell recessed the Council Meeting at 8:24 p.m. for the purposes permitted by the Delaware Freedom of Information Act.

Return to Open Session

Council returned to Open Session at 9:46 p.m.

Personnel Matter
Personnel Matter
Personnel Matter
Legal Matter

No action required by City Council on the items discussed during the Executive Session.

ADJOURNMENT

There being no further business, Councilmember James moved to adjourn the Council Meeting, seconded by Councilmember Peel. Motion carried.

The Council Meeting adjourned at 9:47 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
June 22, 2020

The Annual Organizational Meeting of Milford City Council was held virtually on Monday, June 22, 2020.

PRESIDING: Mayor Archie Campbell

IN ATTENDANCE: Councilpersons Daniel Marabello, Mike Boyle, Andrew Fulton, Todd Culotta, Brian Baer, Douglas Morrow, Jason James Sr. and Katrina Wilson

STAFF: City Manager Mark Whitfield, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: Solicitor David Rutt, Esquire

In an effort to adhere to social distancing protocols and best practices imposed by Governor John Carney's State of Emergency Declaration effective March 13, 2020, the City of Milford has canceled all public gatherings until further notice. See June 22, 2020 Council Meeting agenda(s) and packet for additional information.

Mayor Campbell called the Annual Organization Meeting to order at 7:00 p.m.

INVOCATION AND PLEDGE

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

CERTIFICATION BY BOARD OF ELECTION

City Clerk Hudson referenced the Certification Letter included in the June 22, 2020 Council packet, submitted by the 2020 City of Milford of Elections stating as follows:

Dear Honorable Mayor and Members of City Council:

As members of the City of Milford Board of Election and in accordance with 15 Del. C. §7558(d), we hereby certify the results of the June 13, 2020 Annual Election, in which three offices were contested, and 671 total votes were tabulated, to be as follows:

Total Votes Cast for Ward One Council Seat:	_____335_____
Mike J. Boyle	___173_____
Michael D. Spillane	___162_____
Total Votes Cast for Ward Two Council Seat:	_____ 229_____
Andrew P. Fulton	___119_____
Joseph E. Wiley	___110_____
Total Votes Cast for Ward Three Council Seat:	_____107_____
Brian C. Baer	___57_____
Owen S. Brooks Jr.	___50_____

Hence, Mike Boyle, Andrew Fulton and Brian Baer have been officially declared winners of their respective races.

First Ward Councilmember Elect Boyle, Second Ward Council Elect Fulton and Third Ward Council Elect Baer will begin serving their two-year terms at the Annual Organizational Meeting on Monday, June 22, 2020 and commencing May 2, 2022.

There being only one candidate for each Office of Mayor and Councilperson in Ward Four, the Election Board of the City of Milford hereby declares the following candidates elected for a two-year term also beginning June 22, 2020:

Arthur J. Campbell – Mayor
 Katrina E. J. Wilson - Ward Four

These two candidates are entitled to assume office without a formal election pursuant to 15 Del. C. §7555(j). All five elected officials will be sworn in by the Honorable Noel Eason Primos, who was appointed to the Superior Court of the State of Delaware by Governor John C. Carney Jr. on June 1, 2017.

Respectfully submitted,

City of Milford Board of Elections
 s/Board Member Karen Boone
 s/Board Member Joanne Leuthauser
 s/Board Member Katrina White

ELECTION REPORT

City Manager Mark Whitfield then read the 2020 City of Milford Election results into record:

On behalf of the Board of Elections for the City of Milford, appointed by City Council of the City of Milford and comprised of Members Karen Boone, Joanne Leuthauser, and Katrina White, I am reporting the certified results of the June 13, 2020 City of Milford Annual Election.

With three contested City Council races, a total of 671 votes were tabulated, resulting as follows:

<u>Total Votes Cast for Ward One Council Seat:</u>	<u>335</u>
Mike J. Boyle	173
Michael D. Spillane	162
<u>Total Votes Cast for Ward Two Council Seat:</u>	<u>229</u>
Andrew P. Fulton	119
Joseph E. Wiley	110
<u>Total Votes Cast for Ward Three Council Seat:</u>	<u>107</u>
Brian C. Baer	57
Owen S. Brooks Jr.	50

After certifying the results of the Annual Election, the Election Board officially declared Mike Boyle, Andrew Fulton and Brian Baer the respective winners.

Given:

Mayor Arthur J. Campbell and Fourth Ward Councilmember Katrina E. Wilson each ran unopposed, an Election for those Offices was not required pursuant to 15 Del. C. §7555(j).

Each office carries a two-year term, commencing this 22nd day of June 2020, following the administration of the Oath of Office by the Honorable Noel Eason Primos of the State of Delaware Superior Court.

OATH OF OFFICE

Mayor Campbell then deferred to the Honorable Noel Eason Primos of the Delaware Superior Court, to administer the Oath of Office individually to the re-elected and newly elected members of City Council:

Mayor Arthur J. Campbell

1st Ward Councilmember Mike J. Boyle

2nd Ward Councilmember Andrew P. Fulton

3rd Ward Councilmember Brian C. Baer

4th Ward Councilmember Katrina E. Wilson.

Oaths will be signed by Judge Primos and sent to the City Clerk, for signatures by the newly elected and re-elected Councilmembers.

VICE MAYOR NOMINATION & ELECTION

Mayor Campbell then opened the floor to nominations for Vice Mayor:

Councilmember Wilson moved to nominate Councilmember Jason James Sr. Councilmember Culotta moved to re-nominate Douglas Morrow. Councilmember Boyle moved to nominate Councilmember Dan Marabello.

After a preliminary vote, the final vote resulted in a 4-4 tie vote:

<u>Morrow</u>	<u>James</u>
Culotta	Wilson
Morrow	James
Fulton	Baer
Boyle	Marabello

As is required by the City of Milford Charter, Mayor Campbell cast his vote for Councilmember James thus breaking the tie with a final 5-4 vote. As a result, Councilmember James was elected Vice Mayor effective this date.

CITY SOLICITOR APPOINTMENT

On motion of Councilmember Wilson, seconded by Councilmember James, David Rutt was reappointed Solicitor for the City of Milford with all present voting in favor and no one opposed.

CITY COUNCIL COMMITTEE APPOINTMENTS

Mayor Campbell announced that Committee Assignments will be announced next month.

ADJOURN

Mayor Campbell and members of City Council expressed their appreciation to Judge Primos for overseeing the annual Swearing-In Ceremony.

Mayor Campbell then adjourned the Annual Organizational Meeting at 7:25 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
June 22, 2020

The City Council of the City of Milford met virtually in a Workshop Session on Monday, June 22, 2020 beginning at 7:25 p.m.

PRESIDING: Mayor Arthur Campbell

IN ATTENDANCE: Councilpersons Daniel Marabello, Mike Boyle, Andrew Fulton, Todd Culotta, Brian Baer, Douglas Morrow, Jason James Sr. and Katrina Wilson

STAFF: City Manager Mark Whitfield, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: Solicitor David Rutt, Esquire

In an effort to adhere to social distancing protocols and best practices imposed by Governor John Carney's State of Emergency Declaration effective March 13, 2020, the City of Milford has canceled all indoor public gatherings until further notice. See June 22, 2020 Council Meeting agenda and packet for additional information.

The purpose of the workshop was to allow representatives of organizations receiving financial support from the City of Milford to present their quarterly status reports to City Council.

Quarterly Update/Downtown Milford, Incorporated

DMI Executive Director Trish Gerken provided the following report, noting they had a number of cancellations due to COVID-19. In addition, the Bug N Bud Festival, which is their largest fundraiser, had to be canceled. Though the opening of the Farmers Market was delayed, it is now operating with attendance increasing each Saturday.

Board Updates:

- DMI has called for Nominations for Board members. 4 current board members up for re-election and 2 filling in positions with terms ending (eligible for election). The Board will vote on July 7th.

Organization Committee (Peg Reilly):

- Beginning early stage planning for a big fundraiser for 2021
- Pub Crawl, Irish Weekend, and Bug and Bud (DMI fundraisers) were cancelled due to COVID-19, Committee is trying to get creative in how to fundraise and solicit volunteers.

Promotions Committee (Nina Pletcher):

- All events in this quarter were cancelled due to COVID-19
- DE Turf Button Promotion continues (turf is open for clinics/camps)
- Riverwalk Farmer's Market opened May 16th under strict guidelines put out by the DDA. The number of vendors were limited to "essential" goods (no crafts/artisans/etc.) until further notice.
- Discussing future events and feasibility for this year (i.e. Santa House)

Economic Development Committee (Sher Valenzuela):

- Building Inventory conducted monthly
- Connecting with Rick Farrell to help support DDD development and recruiting new businesses
- Focus on creating a public/private partnership with DNS to create outdoor recreational activities to increase foot traffic to downtown
- Vinyard Shipyard:
 - o Build partnership with Delaware Nature Society (DNS)
 - o Trying to get Bond Bill funding to help with purchase costs

Design Committee (Joey Phillips):

- Awarded grant for 12 trees downtown from Dept. of Agriculture
- Installed flowers in hay baskets throughout town

- Fundraiser for Milford in Bloom (flowers in town) - We Are Milford signs (we still have signs available for \$5, if anyone wants to purchase)
- Joey continues to help watering the flowers as he can. Water reservoirs were installed last year to help with maintenance. Thank you to the Parks and Rec team for helping keep the flowers watered.
- Notified public that damaged memorial stones from a previous DMI fundraiser along sidewalks in town would be removed.

PERFORMANCE INDICATORS

- Community Clean up: Cancelled
- Bug and Bud Festival: Cancelled
- Shakespeare Day: Cancelled
- April 4rd Thursday: Cancelled
- May 3rd Thursday: Cancelled
- Farmer’s Market Attendance:
 - May 16 – 249
 - May 23 - 399
 - May 30 - 435

VOLUNTEERS

- Continuing use of signup.com to recruit and retain volunteers

CITY FUNDING

CURRENT QUARTER		YEAR-TO-DATE	
ITEM	AMOUNT	ITEM	AMOUNT
Salary Director	\$16,768.59	Salary Director	\$26,084.46
Salary Assistant	\$0	Salary Assistant	\$0
Phone/Internet	\$612.54	Phone/Internet	\$1239.22
PO Box Rental	\$0	PO Box Rental	\$0
Utilities	\$142.76	Utilities	\$326.90

UPCOMING EVENTS

Farmers Market – every Saturday 9-1

President Peggy Reilly added that the Farmer’s Market continues to build as was noted. Attendance was more than 400 at last count, even with a limited number of vendors.

When asked if the Community Clean Up is being considered for another date, Ms. Gerken said they are hoping to reschedule though there is no date at this point.

She concluded by announcing that DMI just received their twelfth National Main Street Annual Accreditation.

Quarterly Update/Milford Public Library

Director Kay Hudson provided a synopsis of the following report, sharing that they are proceeding with as many services as possible under the Covid-19 regulations:

OPERATIONS/PROGRAMS/SERVICES

- Beginning March 13, 2020, the Library closed due to Covid-19
 - Drop boxes were closed
 - Virtual Programming began in all areas-very successful results
 - Website, Facebook, Instagram, Adults, Young Adults, Children

Staff - Working from home; All staff were paid through this time; Required to do Personal Development Webinars

- o June 1, 2020 - Curbside Pickup
- o June 15, 2020 - All going very well; Safety Personnel will be on duty all hours of Curbside Pick-up
- o June 15, 2020 - 60 patrons utilized Curbside Pickup
- o July 15, 2020
- Possible official opening of Library if all regulations required are met
- Parking lots (Washington Street and Walnut Street) re-stripped
- Washington Street lot designated for curbside pickup
- Informational signage to designate
- Book Sterilization system purchased; All items returned to Library will be sterilized before checked in and placed on shelves
- PPE purchased to protect Staff
- Sneeze Guards to be placed around all check out desks
- Plexiglas on order
- Gates at Circulation Desks to prevent patrons from contact with staff
- CANCELLED: Music in the Park, All live programming
- Although the Library is not able to open the doors to the public, we are still able to serve the citizens of our community
- Patrons that cannot use internet are being contacted to make arrangements for pickup.
- Restrooms have been open to Public during outside events until Covid19 and will resume as soon as restrictions allow.

CITY FUNDING

CURRENT QUARTER

ITEM	AMOUNT
1 ST Quarter	\$4,465
2 ND Quarter	\$10,422
Used to purchase items associated with COVID-19 requirements.	\$10,113
TOTAL:	\$25,000

Additional Facts:

Stats are for the Month of May:

- Communication with our patrons and the public has only been through social media.
- 945 people used the website (www.milford.lib.de.us)
- 4,969 viewed Facebook
- 60% of subscribers read newsletter

Ms. Hudson thanked the City, Mayor and Council for their ongoing support to the library.

Quarterly Update/Milford Museum

Executive Director Claudia Leister commented that she has never heard the Oath of Office before and was impressed that it includes ‘the sharing of the rich historic and natural heritage of Delaware’ and believes Milford Museum is sharing the City’s very rich history as well.

She then provided the following report, noting the museum has been closed since March 23rd but reopened on June 2nd. Approximately nonresidents have visited since.

OPERATIONS/PROGRAMS/SERVICES

- 1) Extra cleaning of Museum building including carpet shampoo.
- 2) Many hours spent on re-writing 2010 Mispillion Greenway Walking Tour Booklet. Almost ready to go to printer.
- 3) Time spent editing Kenton reports on Milford people & houses to compile booklet to sell.
- 4) Met with HCA Deputy Director to request shelving and re-arranging of basement storage.
- 5) Received (from Auburn Heights) & painted new display case for Military Room.

- 6) Wrote CARES Recover Grant through DE Humanities Forum and received \$8,000 for operational expenses.
- 7) Received \$4,000 Lions Club Grant for electrical work and new lighting fixtures.
- 8) Held June Board Meeting and planned for 2020 Events.
- 9) Museum re-opened on June 2 with regular open hours Tues-Sat 10-3:30

PERFORMANCE INDICATORS

Museum closed to the public from March 23 to June 2

VOLUNTEERS

CITY FUNDING

CURRENT QUARTER		CALENDAR YEAR-TO-DATE	
ITEM	AMOUNT	ITEM	AMOUNT
Payroll	\$5,538.81	Payroll	\$14,626.05
Utilities	\$1,007.05	Utilities	\$4,471.88
TOTAL:	\$6,545.86	TOTAL:	\$19,092.93

UPCOMING EVENTS

The following Fundraising events are being planned for 2020:

- Saturday August 22 HIPPIEFEST at Causey Mansion,
- Saturday Sept. 12 South Milford Walking Tour
- Saturday September 26 North Milford Walking Tour
- October 24 Halloween Walking Tour

Ms. Leister then spoke briefly about the CARE Grant stating that is unusual to have grants related to operational expenses. For the most part, the museum is program-specific and receiving \$8,000 was a very welcome bonus because of the numerous fundraising events that had to be canceled this year.

She reminded Council the building is owned by the State of Delaware, Division of Historical and Cultural Affairs. Because the storage area needs to be updated, she met with their Deputy Director in hopes of getting additional shelving and the authorization to remove a wall of paneling in the basement. This should provide some needed space for storage purposes.

Plans are proceeding with the HIPPIE FEST which is the outside event at Causey Mansion. They believe the large yard will more than accommodate social distancing and any other needed restrictions.

She briefed Council about the upcoming Walking Tours, including one planned for Halloween.

When asked about the additional funding received, Ms. Leister confirmed the museum is not in a deficit, though the funding received goes mainly toward the salaries associated with the director and the three part-time employees. In addition, it helps cover the cost of utilities.

Quarterly Update/Carlisle Fire Company

No report.

There being no further business, the Workshop Session concluded at 7:49 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
June 22, 2020

The City Council of the City of Milford convened their regular meeting by way of a video conferencing website on Tuesday, June 22, 2020. The meeting was available for public view and participation as permitted.

PRESIDING: Mayor Archie Campbell

IN ATTENDANCE: Councilmembers Daniel Marabello, Mike Boyle, Andrew Fulton, Todd Culotta, Brian Baer, Douglas Morrow, Jason James Sr. and Katrina Wilson

STAFF: City Manager Mark Whitfield, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: Solicitor David Rutt, Esquire

In an effort to adhere to social distancing protocols and best practices imposed by Governor John Carney's State of Emergency Declaration effective March 13, 2020, the City of Milford has canceled all indoor public gatherings until further notice. See June 22, 2020 Council Meeting agenda and packet for additional information.

CALLED TO ORDER

Mayor Campbell called the meeting to order at 7:49 p.m.

PUBLIC HEARINGS

ORDINANCE 2020-05

Dunn Development LLC on behalf of Walter Thomas II for a Final Major Subdivision of 71.92 +/- acres into a 399-unit subdivision consisting of 159 townhouse units and 240 multifamily units in an R8 Zoning District. Property is located along the south side of Milford-Harrington Highway approximately 385 feet west of the Canterbury Road intersection addressed as 1335 Milford-Harrington Highway, Milford, Delaware. Present Use: Single Family Dwelling and Vacant Land; Proposed Use: Subdivision to be known as Hickory Glen. Tax Map: MD-16-173.00-01-21.00 & -22.00

City Planning Director Rob Pierce reviewed the final major subdivision application for the Hickory Glen Development proposed for a townhouse and multi-family unit subdivision. Preliminary site plan and preliminary major subdivision approval was received from the Planning Commission and/or City Council in 2014. Subsequent extensions were approved in February 2015, February 2016, January 2017, January 2018 and February 2019.

The final major subdivision and site plan includes 159 townhouse units and 240 multi-family units for a total of 399 dwelling units. Copies of related documents and agency approvals are included in packet.

The project requires some off-site improvements including a sewage pump station and force main, as well as some water main improvements.

The public notice was published in the Milford Beacon on June 3, 2020 and all properties within 200 feet of the parcel were mailed a copy.

The Planning Commission reviewed the application at their June 16, 2020 meeting and recommended approval by a favorable vote of 5-1.

Though this has been under review since 2014, nothing in the subdivision or zoning code has changed to the point the original approval would need to be readdressed. Despite that, the Planning Commission performed thorough reviews at the time of the various extension requests.

Solicitor Rutt then announced that because Councilman Fulton had participated in the June 16th Planning Commission as a Planning Commissioner, he will need to recuse himself from tonight's discussions and votes involving several matters.

Phillip L. Tolliver, P.E. of Morris & Ritchie Associates, New Castle, Delaware, spoke on behalf of the property owners.

He reiterated that the project has been on the table for some time, though they recently received the requisite letters of no objection and various agency and City department approvals. This is the last step in the process and they are prepared to move forward with recording the plats and starting construction in the near future.

Mr. Tolliver confirmed that some architectural details still needs to be worked out, though that is unrelated to the application before Council. Though it is difficult to provide an exact date, they would like to begin construction within the next year. The developer continues to work out some logistics that are beyond their control, though the City Code mandates that construction start within the five-year window of the approval.

Councilman Boyle referenced a statement about a provision being added to the deed alerting prospective buyers of the neighboring industrial sites. Mr. Pierce confirmed that was at the request of Baltimore Air Coil, though it was a general comment. However, both Mr. Tolliver and Mr. Dunn agreed to provide a disclosure to prospective buyers in the neighborhood.

Mr. Tolliver clarified that the disclosure would be included in the HOA documents which are distributed to all buyers at the time of settlement. Solicitor David Rutt recommended it be added to the covenants and restrictions, possibly in bold letters, as part of their package and toward the end with the miscellaneous documents.

Mr. Tolliver agreed that would be no problem.

Mr. Pierce verified that Chairman Sharp was the one negative vote, based on his belief this was not a good location.

It was confirmed that the developer typically controls the HOA until 75% of the properties are sold.

Parking meets the 2.5 off-street parking requirements per dwelling unit with 30-foot setbacks which is significant area for a driveway.

Also confirmed is Baltimore Air Coil and Nutrien Ag are both located on Holly Hill Road, south of this project. Mr. Tolliver also referred to the site plan which includes berms, a landscaping buffer parallel to SR14, with additional landscaping along Holly Hill Road.

Mr. Pierce confirmed that five extensions have been approved. However, what was granted during the preliminary approval still meets the construction standards, subdivision code regulations and off-street parking. Had the extension been denied, the same application could have been resubmitted because it meets all City codes.

Councilman Marabello then questioned the HOA fee; Mr. Pierce stated that is a decision of the developer. The City's only involvement with the HOA is to ensure their documents include language for long-term maintenance of their facilities.

The Planning Director then confirmed the sunset provision was adopted in November 2018, and begins with the final approval of a project, or the effective date of the ordinance. There are three options with the sunset provision. It can be reviewed again in five years; the Planning Director has the ability to administratively approve an additional period of time, or any minor construction details that may change that would not impact the number of units; any significant revisions to the ordinance would require the developer to go back through the process.

When the floor was opened to public comments, Patricia Marney of 1263 Milford-Harrington Highway, stated this development will be directly behind her property. She also spoke at the Planning Commission meeting and thanked everyone for their efforts to putting this together.

Ms. Marney pointed out the entrance from SR14 will begin at the farm house. She asked if a traffic pattern survey was completed through DeIDOT or the City of Milford. She is basing that question on her residency at that location of fifteen years and the significant increase in traffic. She is three doors from the Canterbury and Holly Hill traffic light and traffic is frequently backed up to this proposed entrance.

She asked what measures will be in place to mitigate that and to assist those residents in the area.

Solicitor Rutt explained these are state-maintained roads and traffic issues are under the control of DeIDOT. The City has no say in the design, redesign or improvements to the roadways.

Ms. Marney then asked City Council take into consideration this is a state-maintained highway that will be used by a large number of City of Milford residents. In this case, an additional 399 homes with 2.5 parking spaces per home, will result in more than 1,000 cars, thus having a massive impact on roadways that are already extremely busy.

Mr. Tolliver reported that the entrance on SR14 will be constructed to include a left-turn lane into the community and would have its own dedicated left turn lane. Also, an acceleration/deceleration lane would be part of the entrance off SR14. A dedicated left turn lane into the community will also be added off Holly Road, as well as acceleration/deceleration lanes.

They are also required to contribute to improvements at the intersection of SR14 and US Route 113 as part of the project.

He reported that a detailed traffic study was conducted, after which the developer worked with DeIDOT to identify the needs in the area. All improvements on SR14 would be done before the Marney property. The striping would occur approximately where the Marney property line begins, but all the work on SR14 would occur within the existing right-of-way. Therefore, there would be no impact to the Marney property.

Ms. Marney concluded by stating she begs to differ.

Councilmember Boyle asked if the other three previous members of the Planning Commission should recuse themselves, considering Solicitor Rutt's earlier comment to Councilman Fulton. Mr. Rutt explained that because this has been through several iterations of the Planning Commission, and there have been many code changes, he only considers the last action of the application, which in this case was this past Tuesday, June 16th.

He also shared that Delaware Case law states that if a subdivision plan and final site plan meet all of the requirements of the City Code, there is no discretion to deny the approval. If the developer has met all conditions, they have an expectation the project will move forward. As a result, the City Planning Director has verified that the plan meets all the requirements in the subdivision code, zoning code and building code and is really a pro forma vote.

Councilmember Boyle said he understands, only asking from a procedural standpoint.

The Mayor then closed the floor to any further public comments.

Councilmember Boyle moved to adopt Ordinance 2020-05, authorizing the Final Major Subdivision of Dunn Development LLC on behalf of Walter Thomas II as presented, because it is compliant with Chapter 230 and Chapter 200 of the City Code, seconded by Councilmember Wilson. Motion carried by the following 7-0 roll call vote:

Culotta: yes, based on the advice of the Planning Commission.

Boyle: yes, for the reasons stated in his motion.

Marabello: yes, it is consistent with the guidelines of the Code and the recommendation of the Planning Commission.

Morrow: yes, based on the Planning Commission recommendation.

James: yes, because it has been approved by the Planning Commission and the project has reached the point of final submission for approval.

Wilson: yes, based on Planning Director Pierce and the Planning Commissions' recommendations.

Baer: yes, based on the comments already stated.

ORDINANCE 2020-06

Milford Ponds LLC on behalf of Ventures LLC and Milford Ponds LLC for an amended Conditional Use for a Planned Unit Development of 178.03 +/- acres into a 768-unit subdivision consisting of 504 single family units and 264 apartment units in R1, R2, and R3 Zoning Districts. Property is located along the east side of Route 113, 5,500 feet south of the Seabury Avenue intersection, Milford, Delaware. Present Use: Subdivision; Proposed Use: Subdivision to be known as Milford Ponds. Tax Map: 1-30-3.00-264.00, 1-30-3.00-264.01, 1-30-6.00-108.00, 1-30-6.00-167.00 thru -558.00, 1-30-6.00-601.00 thru -691.00

Planning Director Pierce recalled that in July 2004, City Council approved the annexation of four parcels with varying zoning designations including R-1, R-2 and R-3. The preliminary major subdivision approval and conditional use approval was authorized by City Council in September 2004 for a total of 722 units, involving 150 condominiums, 228 townhouses and 344 single family detached units. A list of other modifications was also approved and have carried thru with the original project.

Phase 1 was granted final approval June 5, 2006 and the developer began the construction of many improvements, including sewer, water, electric, streets, natural gas, etc.

A new developer purchased the property within the last couple years and came back before the Planning Commission and City Council in April 2018 to amend the master plan for the community, thus eliminating townhouse areas in phase 1. The single-family homes are currently under construction in the development. This resulted in a unit mix of 459 single family detached units, 91 townhouse units and 150 multi-family units.

The applicant is currently requesting the Planned Unit Development be amended by eliminating the townhouses and expanding the proposed multi-family uses. The proposed new unit mix would be 504 single-family detached dwellings and 264 multi-family apartments, for a total of 768 dwelling units.

The applicant is seeking approval of the revised Planned Unit Development in order to proceed with the preliminary major subdivision applications for Phase 2 and Phase 3.

He referenced the staff analysis in the packet, based on what has been presented and the criteria for Planned Unit Residential Development provided in Chapter 230-48.1.

Mr. Pierce also noted the proposed single-family detached, townhouse and multi-family housing uses are permitted within the City's residential districts and meets the requirement.

Mr. Pierce referenced the State agency comments that will be reviewed as well.

The public notice was published in the Milford Beacon on June 3, 2020 and all owners of properties within the subdivision and within 200 feet of the site were mailed a copy of the two hearings.

Planning Commission reviewed the application earlier this month and recommended approval of the PUD modification by a favorable vote of 6-0.

Councilman Boyle questioned the concern from KCI related to the change to the definition of the PUD and asked if that will impact the application. Mr. Pierce explained the PUD is supposed to provide a housing of various densities, lot sizes, lot coverage and types, including related recreational (pool house and clubhouse) and other community facilities.

He pointed out this includes a varying type of unit mix and basically has two zones--single family detached dwellings in phase 1, 2, and 3 and multi-family dwellings in phase 4. The townhouse units that were originally approved many years ago were eliminated and is the reason Mr. Pierce included the question in the staff report.

He felt that both the Planning Commission and City Council need to determine if this meets that definition.

When asked if the deviation has any impact considering there is still a mix of housing types, Mr. Pierce said the removal of townhouses is a fairly significant change though there was an intermediate change two years ago that eliminated the majority of townhouse units in phase 1.

Questions regarding parking were answered by Mr. Pierce who explained that the original plan in 2004 and amended plan in 2018, have been carried thru with no changes. He reviewed the site plan adding that there are two spaces per unit in the multi-family buildings, which is less than is required by ordinance. However, those amendments were approved prior to the PUD application. Construction had already been started in Phase 1, which is another reason it was agreed not to change positions.

Mr. Pierce then reviewed the street widths on the site plan, reiterating that he has not received any parking complaints.

Councilman Boyle recommends revising the City's parking requirements to address today's families that on average, consist of four members with four vehicles.

PE Ring Lardner of Davis, Bowen and Friedel, Incorporated was present on behalf of Ventures LLC and asked that Mr. Pierce's testimony be made part of the record.

He explained that Phase 1 has not changed other than moving one lot at the end of Central Parke Boulevard which would allow for the installation of a Chesapeake gas main. The area of Phase 2 remains unchanged although they are requesting the townhouses be removed. Phase 3 will be somewhat split in half as shown on the map. He also referenced half of Phase 4 on the map.

They are replacing the previous 25-unit buildings and are now proposing 24-unit buildings. There will be additional amenities to serve the entire complex.

A lot of the requests were changed from the previous plan and overflow parking is included in the open areas. Additional walking paths have also been added.

There are two reasons for moving the townhouses according to Mr. Lardner. It will allow the homebuilder to introduce a new single-family product, and while still a single-family home, it is a different product with the lots being a little wider and deeper.

Mr. Lardner said they also have learned townhouse market is not as strong in this area. Instead of being left with a lot of empty townhouses in the end, they are moving forward with the changing market.

He shared the new product is selling great in Milford Ponds and are ready to get the approvals and proceed.

Phase 2 comments will be made later on.

The infrastructure for Phase 1 is approximately halfway complete and they are currently working on Phase 1-7 and 8. They will pave all the way out to the Walnut Street entrance by the end of this year. The improvements will consist of eleven-foot travel lanes, five-foot shoulders, a protected left turn lane, right turn lane and a multi-use path which will be part of the Milford Bike Trail system. The improvements begin at the southern-most point of the left turn lane and will end at the northern point of the parcel currently owned by Key Properties, LLC.

The project is also located in Levels 1 and 2 of the 2020 State Strategies Map, is consistent with the City's Comprehensive Plan and is appropriately zoned for the proposed uses.

Also, in attendance is Developer Chris Kalil and Ted Ruberti on behalf of the homebuilder.

Mayor Campbell then opened the floor to public comment.

Jennifer Cinelli of 715 New Street thanked Mr. Lardner for bringing improvements to Walnut Street and especially the bike path.

Ms. Cinelli said if this an annexation to the City, she is only seeing one road that will connect them into Simpsons Crossing, which is also annexed into the City. She finds that typically the streets are more connected, with a little more grid pattern though she knows this was approved a long time ago. She is asking Council if they are aware that there is not a lot of interconnectivity with new neighborhoods that are being built which she believes is a concern.

She agrees with Councilman Boyle's concerns about parking and roads. She has driven in there and finds it very tight.

Ms. Cinelli reiterated there is a need to ensure what is coming into the City is similar to what our present City looks like.

No one else wished to comment and the comment session was closed by Mayor Campbell.

Councilmember Boyle moved to adopt Ordinance 2020-06 for Milford Ponds, seconded by Councilmember Culotta. Motion carried by the following roll call vote:

Marabello: yes, it conforms with the Planning Commission's decision and meets the meaning of the PUD from the past.
Boyle: yes, the plan is consistent with the provisions of Chapter 230.
Culotta: yes, based off the Planning Commission's recommendation.
Baer: yes, and agrees with the recommendation of the Planning Commission.
Morrow: yes, upon the recommendation of the Planning Commission.
James: yes, it is consistent with Chapter 230 and maintains the integrity of the definition of PUD.
Wilson: yes, based on the Planning Commission recommendation.

ORDINANCE 2020-10

Milford Ponds LLC on behalf of Ventures LLC and Milford Ponds LLC for a Revised Preliminary Major Subdivision (Phase 2 Only) of 28.06 +/- acres into 89 single family units in R1, R2, and R3 Zoning Districts. Property is located along the east side of Route 113, 5,500 feet south of the Seabury Avenue intersection, Milford, Delaware. Present Use: Subdivision; Proposed Use: Subdivision to be known as Milford Ponds.

Tax Map: 1-30-3.00-264.00, 1-30-3.00-264.01, 1-30-6.00-108.00, 1-30-6.00-167.00 thru -558.00, 1-30-6.00-601.00 thru -691.00

Mr. Pierce reviewed the application, noting this is the second part of this review.

The applicant is seeking approval of the revised preliminary major subdivision plans for Phase 2 of the Milford Ponds subdivision consisting of 89 single-family detached dwellings. The applicant has requested to amend the Planned Unit Development by eliminating townhouses uses and expanding the proposed apartment uses. The proposed new unit mix would be 504 single family detached dwellings and 264 multi-family apartments, for a total of 768 dwelling units.

The public notice was published in the Milford Beacon on June 3, 2020 and all owners of properties within the subdivision and within 200 feet of the site were mailed a copy of the two hearings. The Planning Commission recommended approval of the preliminary major subdivision upon a 6-0 vote.

Mr. Lardner stated that on behalf of applicant, he asks that the Planning Director's comments be made part of the record. He added that the phase 2 design is currently being reviewed by the various agencies. Pond 4 has already been constructed and Pond 3 is bigger than the area shown on the map. All the infrastructure is in place and has been through City and fire marshal review and approval is expected within the next thirty days. They hope to be back before Council within the next sixty to ninety days for the final approval.

Mayor Campbell opened the floor to public comment. No one responded and the floor was closed.

Councilmember Boyle moved to adopt Ordinance 2020-10 for a revised preliminary major subdivision/Phase 2 of the Milford Ponds Community consisting of 89 single-family detached dwellings, which is consistent with the proposed PUD and Chapter 230 of the City Code, seconded by Councilmember Wilson. Motion carried unanimously by the following roll call vote:

Marabello: yes, it is consistent with the Planning Commission's decision.
Boyle: yes, in accordance with the Planning Commission's recommendation for approval.
Culotta: yes, based on the Planning Commission's recommendation.
Baer: yes, based on the comments from the Planning Commission.
Morrow: yes, based on the recommendation of the Planning Commission.
James: yes, it is consistent with the approval with the changes to the master PUD.
Wilson: yes, based on the Planning Commission's recommendation.

ORDINANCE 2020-11

Milford Ponds LLC on behalf of Ventures LLC and Milford Ponds LLC for a Preliminary Major Subdivision (Phase 3 Only) of 12.15 +/- acres into 52 single family units in R1, R2, and R3 Zoning Districts. Property is located along the east side of Route 113, 5,500 feet south of the Seabury Avenue intersection, Milford, Delaware. Present Use: Subdivision; Proposed Use: Subdivision to be known as Milford Ponds.

Tax Map: 1-30-3.00-264.00, 1-30-3.00-264.01, 1-30-6.00-108.00, 1-30-6.00-167.00 thru -558.00, 1-30-6.00-601.00 thru -691.00

Mr. Pierce reviewed the final application related to Ordinance 2020-11 for preliminary Phase 3 of the project. As noted previously, Phase 3 will consist of 52 single-family detached dwellings in the area as shown on the zoning map. A copy of the record plans is included in the packet, along with plan review comments and agency comments.

The application was reviewed by the Planning Commission on June 16th who recommended approval of the Phase 3 application by a favorable vote of 6-0.

The public notice was advertised in the Milford Beacon as required and all property owners within the subdivision and within two hundred feet of the site received a copy of that notice.

PE Ring Lardner again asked that the testimony of the City Planning Director from the two previous public hearings, and his related testimony, be incorporated into the record for this third and final application for Phase 3 of the Milford Ponds project.

Mayor Campbell opened the floor to public comment. No one responded.

Councilmember Marabello moved to adopt Ordinance 2020-11 for a preliminary major subdivision for phase 3 of the Milford Ponds Community LLC into 52 single family units, seconded by Councilmember Wilson. Motion carried by the following 7-0 roll call vote:

Marabello: yes, based on the 6-0 recommendation of the Planning Commission and because it meets all the code requirements.
Boyle: yes, based upon the recommendation of the Planning Commission.
Culotta: yes, based on the Planning Commission's recommendation and he also wants to state this development is in Ward 2 and recommends anyone that has not seen it, to ride thru as the building and developer are doing an exceptional job.
Baer: yes, and agrees with the comments of Councilman Culotta that it is a nice development.
Morrow: yes, upon the recommendation of the Planning Commission.
James: yes, based on the recommendation of the Planning Commission and because it is consistent with the prior approvals to the master PUD and concurs with the statement it is a nice development. He rides out there often and the homes are nice, in addition to the very friendly group of residents who stop and converse with him.
Wilson: yes, based on the Planning Commission's recommendation and she agrees it is a very nice project and believes people in Milford will be proud of this community.

ORDINANCE 2020-07

Mispillion Realty LLC for a Change of Zone of 0.30 +/- acres from R2 Zoning District to C1 Zoning District. Property is located along the southside of NW Front Street, approximately 1,700 feet east of the US Route 113 intersection addressed as 522 NW Front Street, Milford, Delaware. Present Use: Office Building; Proposed Use: Same. Tax Map: MD-16-183.09-01-62.00

Mr. Pierce reviewed the application sharing this is directly across the street from Parson Thorne Apartments and is the old L&W Office building that has been vacated for several years. The applicant is requesting the zoning be changed to neighborhood commercial (C1) and the property will be redeveloped by demolishing the existing legal non-conforming office building and constructing a new 4,320 square foot, three-story office building that would be conforming.

He agrees it makes sense this be zoned something other than residential, considering its previous and proposed uses.

The purpose of the C-1 district is to provide for limited commercial and professional service activities that can be compatible in a neighborhood setting to provide goods and services to local residents.

In addition to Parson Thorne Apartments across the street, the property to the east are Lakeview Apartments and to the west are smaller residential lots before it transitions into some commercial zoning as you get closer to the Route 113.

The applicant received variances from the Board of Adjustment for reductions in the front yard setback, rear yard setback and off-street parking requirements associated with the redevelopment of the site. Many of those were nonconformities the applicant will slightly improve with the revision.

Mr. Pierce then referenced the zoning map and the comprehensive plan future land use exhibit. The applicant provided both a conditioned survey and a proposed site plan for reference, included in the packet.

All properties within 200 feet of the subject parcel were mailed a copy of the public notice, which was also advertised in the Milford Beacon on June 3, 2020. The Planning Commission reviewed and recommended approval of the application at their June 16, 2020 meeting by a 6-0 vote.

Councilman Culotta pointed out that this new zoning is more conforming than the current residential zone by allowing a commercial use.

Mr. Pierce agreed adding that the current building encroached into the public right of way 5.5 feet. The redevelopment plan allows the building to be moved completely onto private property but is now only two feet off the right-of-way. The same applied to the rear of the property which now allows more clearance for traffic circulation behind the building.

Councilman Culotta also noted that the area is difficult for development due to the proximity of the railroad tracks.

Councilman James agrees the area needs improvement and asked the expected occupancy of the proposed office building. Mr. Pierce explained that would be determined by fire marshal during their review. However, the Board of Adjustment did grant a variance for the proposed square footage and a reduction in the parking calculation.

When asked about the sidewalk waiver, Mr. Pierce explained that will be addressed after the change of zone request is determined. The application is seeking a temporary waiver from the sidewalk installation requirement which is permitted by Chapter 197 of the City Code. Council has the ability to grant a temporary waiver until such time neighboring properties could provide connectivity.

Applicant Jamie Masten of Mispillion Realty LLC explained how the site is limited by its shape and size. He feels it is perfect for this application and will make the use conforming with the zoning though it is currently legal, nonconforming. It can be used as an office but the building is in very bad shape and was hit by a vehicle several years ago. He hears from residents on a regular basis who ask when the ugly building will be torn down, and his answer is always once he receives the new zoning.

He pointed out it is on the gateway into downtown and he would like to demolish that building and construct a state-of-the-art office building. Though they are locked into the existing site conditions with its shape and parking, L&W Owner Dave Wood maxed it out as best as he could.

Mr. Masten reported that during the variance hearings, they did offer some overflow parking of six spaces on the apartment site that will be accessible through an easement.

Mayor Campbell then opened the floor to public comment. No one responded and the floor was then closed.

Mr. Masten responded to a question confirming his plans are to construct a three-story building with large office spaces.

Councilmember Culotta moved to adopt Ordinance 2020-07, approving the change of zone, seconded by Councilmember James. Motion carried by the following 7-0 roll call vote:

Marabello: yes, the change of zoning to C-1 makes the use appropriate and in line with what it has been used and believes it will be better overall.

Boyle: yes, the change is consistent with the 2018 Comprehensive Plan and it makes sense considering the current location and will help improve the visual impact coming into town on Northwest Front Street. The properties there are generally becoming more attractive and this will be a big help, as that building currently sticks out like a sore thumb.

Culotta: yes, based on the aesthetic improvement to the area.

Baer: yes, it will be a great improvement for the overall City.

Morrow: yes, it will be a great improvement as you enter into the City from the west.

James: yes, it is consistent with the Comp Plan and will become a conforming use/zone and does do a lot for one of the City's major gateways into the City.

Wilson: yes, based on the recommendation of the Planning Commission and she also agrees it will be an improvement and might encourage the post office to realize their building needs to be enhanced as well.

RESOLUTION 2020-12

Sidewalk Waiver

Mispillion Realty LLC

522 NW Front St

Mr. Pierce reviewed the request adding that with any redevelopment project, where there is a complete teardown, Chapter 197 of the City Code requires the developer to install curbing and sidewalks where it is not in place. The applicant is requesting a temporary waiver from that requirement associated with the redevelopment.

He said there appears to be sidewalks along the frontage of Lakeview Apartments, heading further into the downtown area. But once you pass Lakeview Apartments heading out of town, there are no sidewalks until you reach Walgreens at US Route 113.

The applicant is seeking a temporary waiver until such time, in its sole judgment, the City of Milford fights it appropriate to install sidewalks.

As discussed, Mr. Pierce explained that a lot of homes along Front Street close to the road with curbing being the only protection. There is a long-term vision of trying to do some streetscaping on this end of Front Street. Some initial concepts include eliminating the shoulders and creating sidewalks, grassy areas or shared-use paths. That would set the building back further and is still several years down the road.

Councilman Culotta stated that for recording purposes, there are sidewalks across the street that go all the way to the highway. Therefore, walkers have the ability to go up and down the north side of the street and are able to cross the street to access those sidewalks.

Councilman James noted that he walks that street a lot. He does not cross the street until he gets to the corner of Maple. However, there is sidewalks in front of the Lakeview Apartments next to this building and also recalled giving a waiver to the applicant on the same side of the street for two homes until further development takes place or the City determines that sidewalks need to be installed.

Councilman James then asked when will that occur and at what point will the City start requiring sidewalks be installed. He thinks it would be appropriate to start with this property. Right now, the City is on a path of waiving them, and it appears to

be almost automatic the waivers will be granted. If that were to continue, sidewalks will never be connected or only completed on the other side of Front Street.

Councilmember Wilson agrees with Councilmember James. She was going to ask at what point sidewalks will truly be required. She feels Council needs to take a stab at one of these projects and asked why not let it be a commercial project so that all the other residential properties will have a sometime to gather their funding so they can be prepared to install sidewalks.

She also asked if the City is planning to put curbing there, because at some point, Council needs to put their foot down and say it is time. And for a larger commercial project, she feels there is no better time than now.

Councilman Fulton agrees with the statements from both Councilmembers, adding that the City is doing a lot of sidewalk work throughout the community. With that in mind, granting waivers is not really purposeful and in this situation, the project is a complete teardown and a perfect time to require sidewalks.

Councilmember Marabello then asked if the new homes closer to Walgreens have sidewalks; Mr. Pierce stated they do not and believes Councilmember Marabello is referring to the sites that City Council authorized temporary waivers at both 606 and 608 Northwest Front Street. These properties are across the street from Linstone Lane, adjacent to Carlisle Fire Company.

Councilman Marabello agrees with the statements of Councilmembers James, Wilson and Fulton. He said one of our goals is to make Milford a walkable City and to have to cross the street to access sidewalks on this State road can be dangerous and the traffic is often very heavy. He also agrees the move to make sidewalks mandatory needs to be made now.

Councilmember Baer added that he also agrees with comments of his fellow Councilmembers and favors the sidewalks.

Councilmember Boyle stated that he tends to agree as well, noting this property would be the logical one to connect the others. However, to Mr. Pierce's earlier point, it is a somewhat dangerous area, and he recommends a traffic engineer or someone with some expertise review it before a decision is made. The City of Milford provides the ability, as determined in its sole judgment for this project, and there are two houses close by that received a temporary waiver. Before jumping in, he thinks it needs a proper review to ensure it is done safely.

Mr. Pierce commented that any sidewalk construction will have to be reviewed by DelDOT's Right-of-Way Division to ensure it meets DelDOT standards. Similar to what has been done on a couple other projects on Rehoboth Boulevard or US Route 113, the new Surf and Turf Restaurant went through a complete review process with DelDOT's team to extend the sidewalk from Milford Gallery up to the entrance into Walmart. Though the City would review it tandemly, it still falls under DelDOT's jurisdiction.

Councilmember Boyle asked if there are any State projects pending that may involve the State to repave or recondition Northwest Front Street; Mr. Pierce said the City had prior discussions with DelDOT's Alternative Program (TAP project) about some streetscaping or traffic calming, along the entire State route corridor. However, that will be broken into several small projects, because of the financial cap. There may be some resurfacing work planned, but no modifications to the roadway unless it comes through the TAP project or a DelDOT capital project. He is unaware of anything that has been slated at this point and are still awhile from the Washington Street east to Rehoboth Boulevard section.

Councilmember Boyle said he would hate to be in a position where some type of work is planned two years after the City requires this particular sidewalk.

Councilman Culotta said he agrees with Councilmember Boyle and to repeat an earlier statement, there is an opportunity to do this. But it is a big deal for Milford to improve the look of an unsightly property for people driving into Milford. Putting Mr. Masten through this process with DelDOT, will delay this project.

He reiterated that there are sidewalks on the other side of Front Street that can be used and asked what the process is to mandate sidewalks and how can we require A&E Properties, what are further west, to install sidewalks. Councilman Culotta concluded by emphasizing this is a temporary waiver for this developer and asked the definition of temporary and whether it is one or two years or will it be based on the completed development on Front Street.

Councilman Morrow said he agrees with Councilmember Culotta and if Council requires sidewalks at the Masten property, it will still be a sidewalk that connects nowhere until the other lots are developed. He prefers sidewalks be installed as part of a large project.

Councilman Morrow also pointed out there are more and more people jaywalking down from Maple where people are now crossing at Maple because the sidewalk ends a little bit up from there. Extending a sidewalk down Front Street will only encourage people to cross the street just past the Masten lot because there will not be any further sidewalk.

Councilmember Wilson disagrees for the simple fact, that unless the City receives a grant, or State Legislators fund a sidewalk project, it will unfortunately not happen. Because this is not a development, if a decision is not made now to start requiring sidewalks, it will never happen.

Councilmember Wilson also pointed out that right now, we are billing our property owners throughout the City to pay for sidewalk repairs and installation. Many of those folks are on fixed incomes and cannot afford it and that granting this waiver will only send a bad message to those residents. It does not seem fair if we were to allow one commercial property receive a waiver especially when there are existing sidewalks on one side of this property.

Councilman Culotta said he disagrees adding that we already granted two waivers for sidewalks on the same street.

When asked about who is paying for the sidewalks on Southeast Front Streets currently under construction by DeIDOT, City Manager Whitfield explained any sidewalk disturbed, either as a result of the curbing, water meter pits or sewer lines, are the responsibility of the City. There are a number of damaged sidewalk blocks that belong to private residents and once that project is complete, they will be notified to proceed with their own repairs.

Councilmember Marabello thinks it is very important that we proceed with the goal that Milford is a walkable City where people can walk from downtown to either Walgreens or some of the stores at the Plaza. He feels it might be a good investment for the City to install some sidewalks to complete connectivity to Route 113. He thinks they are needed for safety and exercise. He used to walk in the streets because there were no sidewalks.

Councilmember Culotta agrees that a walkable City is ideal. But to Councilmember Morrow's point, if this sidewalk is extended further toward the highway, it becomes a sidewalk to nowhere. If he were walking down that sidewalk, and suddenly realized the sidewalk was ending, he would have to cross the street past this property which is a much more unsafe area than where he could have crossed at Maple Avenue.

He agrees that the City should install the sidewalks and has always said he thought the City needed to pay for all of the sidewalks throughout the town.

Councilman Culotta also referenced Councilmember Wilson's point of those on fixed incomes who cannot pay for sidewalks. He recalled the program the City has for low income property owners who qualify for assistance. He suggests she make her constituents aware the City can pay for them, or at least has the ability to.

Councilman Culotta wants to have that building redeveloped by Mr. Masten as quickly as possible and now that DeIDOT is involved, will cause the project to be held up because of the State's requirements.

Councilmember James thanks Councilmember Wilson and agrees with her comments. He recalled the length of time it took to get the sidewalk project moving and at the point, Council finally agreed to the language, which included the abatement amount for qualified property owners. He also thanks Councilmembers Culotta and Morrow for their comments, because they made his point that currently people are already crossing the street at a dangerous point in this roadway. Council needs to agree to bridge that gap and eliminate areas that do not have sidewalks. Otherwise, these gaps will never be filled and these safety issues will remain in perpetuity. If Council decides there should be some City contribution because of the public good, then that is a different conversation. But there is a current need to start bridging that gap where there are no sidewalks and stop kicking the can down the road with every project.

Councilmember Boyle said if sidewalks were installed in front of this building and the other two properties in the 600 block, there are still another half dozen or so properties without sidewalks west on Front Street. He is unsure the status and whether they had temporary waivers, or if they were grandfathered in, but still thinks this need to be examined in its entirety and not just this one property tonight, all the way to Route 113. If we are going to do it, he thinks it should be done where there is an end, which should be at the highway. Putting them in now does not achieve that, in his opinion, and he prefers to grant the waiver and get the study completed.

Councilmember Culotta agrees and if it makes sense to come back with a motion to pay for the sidewalks from this property all the way to Route 113, he is willing to do that because the parcel west of this is very narrow and will probably never be developed.

Councilmember Wilson believes that granting this waiver puts the public in harm's way and this provides an opportunity to start a sidewalk project in this area. The City can then work towards completing the project.

Councilmember James said he has taken into consideration Councilman Boyle's comments. However, if Council is really interested in sidewalks happening and to make Milford a true walkable City, he would rather table this as opposed to granting a waiver and allow a study be done. He also, does not want to hold the project up, but he is also not interested in kicking this sidewalk project down the road. He recalled the last time this occurred after he came on Council and they were at the point, the whole idea of sidewalks had gotten old and stale. As a result, he introduced new language in order to get the project moving, that eventually helped Council agree on how property owners would pay for their portion of the repairs.

He also emphasized that the sidewalk project is ongoing throughout the City and is really looking good and, in his opinion, has come a long way. Councilman James does not want to stop the process. If Council continues to grant waivers, there will never be connectivity for the next neighbor, next block, etc. A study is only going to kick that can down the road for who knows how long.

Mr. Pierce added the TAP Project for Milford is close to final design. The application was submitted in 2016 and involved a planning period of five years with construction scheduled in 2021. And that entails a very small segment of Northeast Front Street from Washington Street to Northeast Fourth Street and will cost the City slightly more than \$250,000.

Councilmember Fulton agrees that replacing this building will make a tremendous impact on that part of town but believes it will look even better and more inviting with sidewalks in front. In his opinion, it is a great time to move forward and completing it in the manner it was meant to be done. This will also keep the sidewalk project moving. He also agrees it is very important to keep in mind the residents who are paying for sidewalks throughout the City. He feels it is important to the overall City to get these sidewalks installed and stop kicking the can down the road, as Councilman James alluded to.

Councilmember Culotta said he doesn't necessarily disagree, but is concerned with the impact this is going to have on this particular project. Because this is a State road it is going to be a much more difficult and much longer process for the developer.

City Engineer James Puddicombe was in attendance and stated he is fairly certain the State could still require them to install sidewalks because it is in the State's right-of-way, though the City Planner is more versed in this area. He would suggest the developer reach out on that matter, while he is getting his approvals, because he could still be required by DelDOT to install that sidewalk.

According to Mr. Pierce, he was not requiring a letter of no objection from DelDOT for this demolition and rebuild. In his opinion, the disturbance is very minimal and only a reconstruction. Therefore, he did not want to require him to go through the DelDOT approval process for the site plan. However, if the City requires sidewalks, it will need to be reviewed by DelDOT which might be a separate issue. However, as long as the developer follows through, it does not have to be tied to the building construction.

He added that if the waiver is not granted, Mr. Pierce is willing to work with the developer to prevent any delay to the project's timeline.

Councilmember Fulton then moved to deny the waiver of sidewalks at this time, seconded by Councilmember Marabello:

Property Owner: Mispillion Realty LLC
Address of Property: 522 Northwest Front Street
Milford, Delaware 19963
Tax Map No: MD-16-183.09-01-62.00

WHEREAS, the above stated property owner has requested a waiver of the provisions of Chapter 197-Streets and Sidewalks of the Code of the City of Milford requiring the installation of curbing and sidewalks; and
WHEREAS, there exists justifiable reasons to waive the installation of said improvements at the present time.

NOW, THEREFORE, Be It Resolved, by the City of Milford:

- 1. The required improvements for curbing and sidewalk as set forth in Chapter 197-Streets and Sidewalks of the Code of the City of Milford for the above property are hereby waived at the present time.*
- 2. When in the future it is determined by the City of Milford in its sole judgment that it is appropriate to install said improvements, the property owner, its successors or assigns, shall be required to complete said improvements at the owner's expense within the time required by the City of Milford.*
- 3. This waiver, as approved by the Milford City Council, on June 22, 2020, shall be reflected on the Site Plan.*

Applicant Jamie Masten then asked to speak, stating that it sounds like everyone is on the same page, and agreed there is a time and a place for sidewalks. He is not trying to get out of the sidewalk installation to save a little bit of money, though he agrees with what has been echoed by others that this sidewalk will go nowhere. Council is not helping City safety or the safety of the residents, but instead is creating the opposite of that. Because this will leave a sidewalk that goes nowhere that people will follow and when they get to the end, they have to place to go. He thinks it is misguided the City believes they can go to the neighbors between there and Walgreens and claim their property to have sidewalks installed. He knows the neighbor next door to this property very well. He has lived in that home for fifty years and told Mr. Masten he is going nowhere. He will not allow the City to take some of his land to install sidewalks though maybe DeIDOT has the right to come thru. If this was a sidewalk that went anywhere, he would be more than happy to do it. But if he has to pay \$25,000 for an engineer to design a sidewalk in the DeIDOT right-of-way, he does not think it makes any sense to do this. In his opinion, the City is on the right page as far as there will be a time and place, but Council has already granted waivers for properties down the street, and yet they want to require him to do this. It does not seem fair to him.

Lastly, Mr. Masten asked Council to remember these sidewalks don't last forever. They have a lifespan and he could install the sidewalks today, but if the neighbor doesn't agree to do it for the next fifteen years, his sidewalk will not be any good and will begin to buckle and crack and he anticipates a lot of problems of one kind or another.

He is not trying to save a few thousand dollars, and if it made sense, he would be more than happy to do it.

Mayor Campbell opened the floor to public comment. No one responded and the floor was closed to further comments.

Councilmember Wilson said she is trying to visualize this area and asked if there is a sidewalk to the east of this property and a driveway. She also recalled this same argument became a major issue on Airport Road when Council wanted sidewalks extended to the Boys and Girls Club and they also stop abruptly. She is also aware of a few other places with similar situations. She feels it is very important to enhance the City overall and recalls trying to get legislative funds to pay for sidewalk installation, but was unsuccessful.

When asked where the entrances are into this building, Mr. Pierce answered they will remain as they currently exist. He then referenced the two entrances on a visual, one being an enter only and one being an enter/exit. He explained that the entrance to the left includes a shared easement with Lakeview Apartments. Presently, the sidewalk stops at the east entrance and does not extend across the vehicular entrance into the building.

Councilman Fulton confirmed that if the sidewalk was installed, it would extend the present sidewalk in front of Lakeview Apartments west to the other side of this property, which would add a large chunk of sidewalk along that roadway.

Councilman James emphasized this will start the continuation of sidewalks westward. He also noted the only reason there is no sidewalk directly next to this property is because of the vehicular entrance/exit. Extending this sidewalk in front of this property will allow the continuation of sidewalks. If that is not done, that gap will never be filled and he believes this is a vital part of the City's sidewalk project and is very important.

Councilman Culotta argued that if the sidewalk is stopped past the entrance, anyone walking westward should have crossed Front Street prior to Lakeview Apartments, but now will be crossing in this area in order to get to the sidewalk across the street. He would like the Police Chief to comment on this being a safety issue, adding that this is a very busy roadway.

Chief Brown said he definitely sees a safety issue and doesn't want people crossing the road, especially as wide as this road is. But he pulled it up to view it on his computer and sees that the sidewalk already comes to the entrance of Silver Hill Apartments. He said we already have a current condition with that and adding this other sidewalk is just extending the same situation down a few more yards. He is not sure we are saving anything by not doing it, but it is a serious condition to be on that street and have a sidewalk just end, though it already exists the same way at the property just before this one.

Councilman James reiterated if we don't do this now, we never get connectivity and a continuation of sidewalks. From his observation, this is a key piece of land that is appropriate for sidewalk continuation westward on State Route 14.

When questioned, Councilman James added that he also crosses before the apartments because in that area, he is able to see traffic past the curve which is further east. As you proceed east and get closer to Maple Avenue, it is much more difficult to cross because there is less visibility.

Councilman Marabello asked if we can make an incentive to the developer to make it a win/win for the builder and the City; Solicitor Rutt reminded Council there is a motion on the floor and a vote needs to be taken. If it is voted down, a new motion can then be made.

It was reconfirmed the motion is to deny the waiver for sidewalk installation at this property.

The following roll call vote was taken:

- Marabello: yes, it is the right thing to do moving forward to be consistent with the sidewalk project for the future.
- Boyle: no, because we need to look at the entire stretch from where the current sidewalk ends, all the way down the road. This is just putting in another sidewalk and there is a big gap before the houses that received waivers. He does not think it will achieve the ultimate goal at this point and a concerted effort is needed which is why he votes no.
- Culotta: no, simply because this is a State road and the State will have to be involved which will delay the project for the developer and that is his bigger concern. He would like to work with the State to have sidewalks extended to the Route 113 and in this particular case, he will vote no in favor of the waiver.
- Fulton: yes, so that the sidewalks can be extended and does not want the waiver granted. If we don't start doing it, it will never get done.
- Baer: yes, he wants as many sidewalks as we can install in Milford.
- Morrow: no, because Mr. Masten is going to have a sidewalk that goes nowhere and the only thing, we are accomplishing is doubling the safety hazards by adding another place where pedestrian can potentially cross the road. He agrees we need to look at this and have the City install all the sidewalks at one time because it is a main entrance into the City. We need to find a way to be able to walk from Route 113 to this spot, but not requiring this because we just gave two waivers up the street in front of two residences which does not make sense why it would be required at this property.
- James: yes, to deny the waiver because if we do not require this section of sidewalk to be done, it will definitely delay the City's ability to go back to those that we did grant waivers to and require them to do it. Otherwise, we will never form connectivity and any continuation of our sidewalks.
- Wilson: yes, based on the Sidewalk Enhancement Program for the entire City and she agrees with Councilman Fulton that if we do not set a precedence, this will never get done.

The vote resulted in the sidewalk waiver being denied by a vote of 5-3.

ORDINANCE 2020-08

First Baptist Church of Milford for a Change of Zone of Annexed Land of 1.14 +/- acres from MR Zoning to R1 Zoning District. Property is located along the north side of Old Shawnee Road, approximately 1,900 feet west of the S Dupont Boulevard intersection addressed as 6044 Old Shawnee Road, Milford Delaware. Present Use: Single Family Dwelling; Proposed Use: Same. Tax Map 1-30-3.06-125.00

Planning Director Pierce reviewed the ordinance involving an annexation application and change of zone requested by Pastor David Perdue. The Annexation Committee reviewed the petition in February and recommended proceeding. The application has been on hold because of the Covid-19 restrictions for public hearings.

He pointed out this will help square off the legal holdings in that area that presently contains a single-family detached dwelling, which will be kept in the near term. The church also wants to expand and consolidate some lots to provide additional parking in the rear of this parcel.

It complies with the future land use of the City's 2018 Comprehensive Plan showing low-density residential. The State Planning Office also certified the plan of services.

In addition, the annexation agreement has been executed and is on file.

All properties within 200 feet were mailed a copy of the notice, which was also advertised in the Milford Beacon on June 3, 2020. Planning Commission reviewed the application and recommended approval by a vote of 6-0.

Pastor Perdue added that Mr. Pierce's presentation was accurate and explained their plans. They plan is to leave the home though they want to use the rear of the property for parking. It will also square up the property and there will be no changes to the current entrance/exits.

Mayor Campbell opened the floor to public comment. No one responded and the floor was closed.

Councilmember Boyle move to authorize that annexation of 6044 Old Shawnee Road Tax Map 1-30-3.06-125.00 and authorize the change of zone to R-1, seconded by Councilmember Culotta. Motion carried by the following 7-0 roll call vote:

Marabello: yes, there are no adverse effects by making this change.

Boyle: yes, based on the recommendation of the Annexation Committee and Planning Commission.

Culotta: yes, based on Councilman Marabello's comments.

Baer: yes, based on the recommendations.

Morrow: yes, based on the Annexation Committee and Planning Commission recommendations.

James: yes, based on the Annexation Committee and Planning Commission recommendations.

Wilson: yes, based on the Annexation Committee and Planning Commission recommendations.

ORDINANCE 2020-15

Code of the City of Milford

Part I-Administrative Legislation

Chapter 55-Personnel

City Manager Whitfield reported this ordinance involves a few clean-up items in our Personnel Code.

HR Administrator Jamesha Eaddy referenced the amendments, which are primarily housekeeping changes in Chapter 55. They align with current practices and reaffirms their intent at the time the manual was adopted in April 2018. This amendment will ensure the code is kept up-to-date.

Mayor Campbell opened the floor to public comment. No one responded and the floor was closed.

Councilmember Boyle moved to adopt Ordinance 2020-15 amending the Chapter 55 Personnel of the City of Milford, Part I, Administration, seconded by Councilmember Wilson:

ORDINANCE 2020-15
CODE OF THE CITY OF MILFORD
PART I-ADMINISTRATIVE LEGISLATION
CHAPTER 55-PERSONNEL

WHEREAS, Chapter 55 of the City of Milford Code governs personnel policies for all City of Milford employees; and WHEREAS, the Chapter is intended to inform employees of important information about the City's rules, policies, practices, and procedures, as well as educated them on their own privileges and responsibilities; and WHEREAS, from time to time there is a need to adjust language in the Chapter in order to remain current with human resources best practices.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. §55, Section 4.5 METHODS OF APPOINTMENT is hereby amended by removing language indicated by strikethrough as follows:

In the event that a vacancy must be filled immediately, the Appointing Authority may make an interim, temporary appointment, for a period of no longer than ninety (90) days; additional periods of temporary appointment, not to exceed ninety (90) days, may be granted only through written agreement and approval of the Appointing Authority. During the period of such interim appointment, the recruitment and selection processes will proceed ~~(refer to Recruitment Guidelines Policy)~~.

Section 2. §55, Section 6.11 PERFORMANCE REVIEW is hereby amended by removing language indicated by strikethrough and adding language shown underlined as follows:

The performance of all regular full-time and part-time employees will be reviewed at ~~approximately mid-point (3 months) of their introductory period and again prior to when their introductory period (6 months) ends~~ three (3) months of employment, and thereafter annually. Individual employees may be required to complete a self-appraisal as part of the overall performance review process.

Section 3. §55, Section 7.2 SICK LEAVE is hereby amended by removing language indicated by strikethrough as follows: ~~Employees that do not require the use of their sick leave benefit will be eligible for recognition through the Employee Recognition Policy.~~

Section 4. §55, Section 9.3 FAMILY AND MEDICAL LEAVE ACT PROCEDURE (FMLA) is hereby amended by removing language indicated by strikethrough and adding language shown underlined as follows:

While the Family Medical Leave Act provides for 12 weeks of unpaid job protection ~~the City permits the employee to use his or her accrued leave time in conjunction with FMLA leave in order to avoid a loss in wages~~ Family Medical Leave Act will run concurrently with any accrued forms of paid leave. Employees are required to use any available sick, vacation, or holiday time while covered under Family Medical Leave Act. The use of accrued leave does not extend one's FMLA leave. ~~Accrued sick leave may be used for any medical related absences and accrued vacation leave may be used for any non-medical absences.~~

Section 5. §55, Section 9.4 MILITARY LEAVE is hereby amended by adding language shown underlined as follows:

Any employee who is a member of a reserve component of the armed forces will be placed on unpaid leave for his/her annual two-week training or one weekend per month required duty. Benefit programs will be unaffected by the leave and the employee may elect to use any vacation entitlements for the absence. Training leaves will not normally exceed two weeks per year, plus reasonable travel time. Employees that serve in the military shall receive the difference between their military pay and their normal wages as if they had worked.

Section 6. §55, Section 11.5 OUTSIDE EMPLOYMENT is hereby amended by adding language shown underlined as follows:

Employees must notify their supervisor and Department Director of any outside employment. The City of Milford will not object to an employee having outside employment as long as the employee is successfully and competently performing his/her job duties as determined by the Department Director or Appointing Authority and without negative impact on attendance and so long as it would not create a potential conflict of interest. Secondary employment is prohibited if:

- The secondary employment is doing business with or seeking to do business with the City.
- Such employment will create a conflict of interest or the appearance of a conflict of interest.
- Such employment is a direct conflict with any municipal functions or ordinances.

The City will not be liable for any expenses, costs, or wage claims because of any injury or sickness incurred by outside employment.

Section 7. §55, Section 12.5 ALCOHOL & DRUG-FREE WORKPLACE is hereby amended by removing language indicated by strikethrough as follows:

The goal of this policy is to maintain a safe and healthy work environment. The successful implementation of this policy will also enable the City to provide quality service to the public by maintaining efficiency and productivity. The use of illegal drugs and/or the misuse of alcohol or legal drugs are inconsistent with this goal.

~~Employees will receive and acknowledge a copy of the Drug Free Safety Program Policy during new employee orientation. Additional copies are available in Human Resources.~~

Section 8. §55, Section 12.5.B.4 POST-ACCIDENT is hereby amended by adding language shown underlined as follows: Each employee who operated a City vehicle while it was involved in a traffic accident which resulted in the loss of human life, disabling damage to any motor vehicle requiring tow away, ambulance service at the scene, or the issuance of a traffic citation, shall be tested for alcohol content and for the use of controlled substances.

Section 9. Dates.

City Council Introduction: June 8, 2020

City Council Public Hearing: June 22, 2020

Effective: July 2, 2020

Motion carried with no one opposed.

ORDINANCE 2020-16

Wright Mortuary on behalf of Congregation of the Most High Yahvey Incorporated

Conditional Use to allow an Undertaker on 0.94 +/- acres in a C2 Zoning District.

Property is located at 9 SE Second Street, Milford, Delaware.

Present Use: Church; Proposed Use: Undertaker.

Tax Map: 3-30-6.20-041.00

Mr. Pierce reviewed the ordinance on behalf of the applicant. He reported the applicant proposes to convert the existing 5,700 square foot (previous) church in downtown Milford into a funeral and memorial service establishment.

Chapter 230-13(C)(3) states “undertakers” require conditional use approval from City Council.

The building is directly across the street of the City Finance Building and east of Milford Museum on a very small parcel of land.

Mr. Pierce then also referenced a brief narrative submitted by the applicant Justen Wright:

The applicant proposes to use the existing sanctuary as a chapel for funeral and memorial services. Office hours are planned for Monday through Friday, 9 am to 5 pm. The applicant states there will also be a need to hold viewings and services outside the regular office hours. The property currently uses the downtown municipal lots and on-street parking throughout the downtown area. There will be two staff members on site during office hours, though that will increase to four to five employees during a memorial service.

Reviewed by the Planning Commission on June 16, 2020, approval was recommended by a 6-0 vote. The public notice was published in the Milford Beacon on April 29, 2020 and all properties within 200 feet were mailed a copy.

CFSP Wright shared they are seeking the approval for the property as Mr. Pierce described. The property is properly zoned, though the conditional use is needed before they proceed. They have been in this practice with several families and the funeral service administration since 1987. The family are Delawareans and he is a second-generation funeral director and will endeavor to serve those in the Kent and Sussex County area through this facility in Milford.

He added that parking is already grandfathered as part of Milford's business district. There will be no changes to the structure though cosmetic work will be done throughout the interior to make it conducive and more comfortable for such services.

Mr. Wright concluded by pointing out this property will change from a non-taxable property to a taxable property which will enhance the City's revenues.

Councilman Culotta noted the building is very old and it appears a lot of work is needed and asked if any improvements will be done to the exterior to enhance the structure; Mr. Wright said it may appear as though a lot is needed to someone that has not been in this industry or is not familiar with renovating facilities. Their initial funeral home was Kingdom Hall which they converted into a funeral home. They also have another location that was converted from a church and was upgraded to allow for funeral and memorial services. As a result, there will be windows replaced, painting, restroom restorations and other interior renovations so there will be money invested to beautify the building. He also plans to do some landscaping on the frontage, in addition to the repair of some brick work.

Councilman Marabello asked how the flow of the vehicles will be managed and what streets will be used during a funeral; Mr. Wright said at this point, that is difficult to answer though a lot of funerals are traditionally held in churches. If there is a service held at this site, they will determine the traffic flow based on the anticipated number of people. The hearse will need to be in front of the facility and the procession will be formed along the side, which often begins at someone's home. However, they will make the best accommodations and safest decision based on their experience.

Mayor Campbell opened the floor to public comment. With no one responding, the floor was closed.

Councilmember Boyle moved to adopt Ordinance 2020-15, authorizing the conditional use conforming with Chapter 230, seconded by Councilmember Wilson. Motion carried by the following 7-0 vote:

Marabello: yes, based on the favorable vote of the Planning Commission of 6-0.

Boyle: yes, it fits the requirements for a conditional use in a C-2 zone.

Culotta: yes, he is happy to see the building being sold and some improvements being made to enhance the overall downtown area.

Baer: yes, for those reasons previously stated.

Morrow: yes, based on the recommendation of the Planning Commission.

James: yes, based on the recommendation of the Planning Commission.

Wilson: yes, based on the recommendation of the Planning Commission and she agrees this will enhance the downtown area.

ORDINANCE 2020-04

Code of the City of Milford

Part II-General Legislation

Chapter 230-Zoning

Sign Regulations

Planning Director Pierce provided history of the project and recalled the group that worked on the City's sign ordinance to update the document and provide recommendations to the Planning Commission throughout the 2019 summer. At the November meeting of City Council, there was a discussion about the prohibition of billboards within the City limits. Staff was directed to review and amendment that would address billboards and overhead banners.

Since that time, the Planning Commission has reviewed the two matters. Overhead banners were already addressed within the original draft and they agreed there was no need for any additional deviations or amendments. They were confident with the language in the current ordinance.

The proposed billboard amendment will allow billboards in the C-3 zone by conditional use and only on properties adjacent to roadways that have four or more lanes of travel, which primarily restricts them to Route 113 and Route 1.

Mr. Pierce reported the amendment is similar to what Sussex County has adopted in relation to the separation distances, setbacks and roadways with four lanes of traffic, though less strict than the requirements in Kent County.

The amendment was presented to the Planning Commission at their June 16th meeting. The notice was published in the June 3, 2020 edition of the Milford Beacon.

The Planning Commission recommended denial of the ordinance upon a vote of 6-0.

Councilman Culotta recalled a discussion in which it was recommended Council have a workshop to discuss some of the changes being considered, but that never came to fruition. He would have preferred addressing it in that manner.

He then asked the reasons the Planning Commission unanimously voted unfavorably against the ordinance.

Solicitor Rutt recalled the workshop discussion and the motion that was made and adopted by City Council that did not include bringing it back for a workshop. The motion was to direct staff to prepare the amendment and have it reviewed by the Planning Commission before it was brought back to City Council.

Councilman Culotta disagreed stating it was discussed that night and he encouraged other Councilmembers to speak on the matter and stressed the need for discussion at the committee level.

Councilmember James said he concurs with Councilman Culotta and though the idea was discussed, because we are going to no billboards at all, it was his impression it would end up in a workshop though he understands the procedural reason that did not happen.

Councilmember Morrow said he agrees with Councilmember Culotta's recollection.

Councilmember Boyle recalls the motion as well as the long discussion. However, the ultimate decision was to approve the ordinance that evening, and to require the Planning Director to go back to the Planning Commission and develop an alternate ordinance that would allow a conditional use, which he has done in this case. It appears the Planning Commission reviewed this in detail and rejected it by a unanimous vote.

Director Pierce recalled working with Assistant Solicitor Jamie Sharp to develop the entire sign code amendment. The working group did not feel comfortable making a recommendation about billboards and felt it was more of a political decision needing to be addressed by the Planning Commission and City Council. However, Assistant Solicitor Sharp did present a similar option to the Planning Commission last summer and after several discussions, they recommended prohibiting billboards. At that time, the billboard language was removed from the draft sign ordinance prior to Council review.

The Planning Director pointed out the minutes are included in the packet and the motion made in November directed him to return to the Planning Commission to work on a resolution based on City Council's conversation.

When asked the difference in Kent and Sussex County restrictions, Director Pierce reported that Sussex County is very similar to what is before Council and permits billboards through a conditional use is required within certain commercial/industrial zoning categories. They have different regulations for various size (lanes) roads, in terms of separation distances.

Mr. Pierce said Kent County's code allows billboards in limited industrial and general industrial zoning categories on divided highways with a minimum 1,200-foot separation. In their staff's opinion, there are very few parcels left that would meet the

regulations in the unincorporated areas. What is in front of Council this evening is a 600-foot separation, or half of what is required by Kent County.

Councilman Culotta pointed out that billboards would only be permitted on four-lane highways, which only includes Route 113 and Route 1 in Milford. He thinks this is a reasonable ordinance and that the Planning Commission is being short-sighted because this would be limited to specific areas while providing an area for local businesses to advertise and attract business to the area. He agrees they can be unsightly, but these will be in area that are not adjacent to a business or house, and instead in an open area where they would be visible.

Councilman Culotta also added that by prohibiting this, we are limiting advertising opportunities for the small business owner in the City to utilize new billboards. The existing billboards in Milford have doubled and tripled their costs for any advertising. As a result, this is really hurting small business owners because this would provide a much more economical way to advertise on newer billboards.

Mayor Campbell then opened the floor to public comment.

Nina Pletcher of 428 S Walnut Street, said she attended all the meetings where was discussed over and over and at the end of the day, it comes down to what needs to be done to beautify Milford. Council just talked about not installing sidewalks to nowhere, but we also want to put up an office building that will welcome people to Milford and beautify that section of town. She does not see billboards as enhancing Milford.

Ms. Pletcher added that no small business owner can afford to use billboards for advertising and more than likely, the new billboards will not be used for businesses in Milford or direct people into Milford. Instead, they will promote those businesses at the beach.

She agrees there is a need to find ways to get people to come into Milford, but does not believe a billboard will do that. She then asked if anyone knows how much of Milford is in Kent County versus Sussex County. She feels that should be considered with Kent County being more conservative on their regulations.

Mr. Pierce believes there may be more land mass in Sussex County, though it is very close with the ward boundaries are pulled down to Second Street.

Ms. Pletcher pointed out that what is being considered are the four lane highways on Route 113 and Route 1 only and she is considering the river and county lines. She asked if what is being proposed is no signs on the Kent County side and instead making up for on the Sussex County side.

Councilman Culotta said that to debate whether billboards will be beneficial to Milford or other communities can be argued a long time with no answer. He agrees a billboard is not cheap, but it is like anything with supply and demand. If the supply is low, they are more expensive because there is very little competition.

He added that he is only talking about billboards on highways in undeveloped areas in the Hertrich Dealership area, which is still part of Milford. Councilman Culotta also has no problem with a more restrictive ordinance for the Kent County side of Milford, as long as the language is clear and consistent. He reiterated this will not impact downtown or residential areas.

Ms. Pletcher concluded by stating that DMI has more than once tried to get their merchants to collaborate on advertising, though they have a difficult time deciding what type of billboard would be appropriate to entice visitors to Milford. They admit they need one, but no one wants to pay for it. At this point, the working groups have said give it up, the sign companies agreed it did not make sense and the Planning Commission has been over this at least twice. The City has used a lot of resources that still come up empty.

PE Ring Lardner with Davis, Bowen, & Friedel said he drove around this morning before he came to work to drive the corridors to see what billboards are there. Everyone keeps mentioning the three billboards in the area of the Waters Edge Community in Frederica, because they stick out like a sore thumb. He used that as his northern limit and rode down to the new Bayhealth Campus on Route 1, then to the electric substation on Route 113. He noticed there are billboards north of the

Route 113/Route 1 split of various sizes. Some he did not realize were billboards until he made a point of really paying attention. About one-third of the billboards have public service messages and several advertise actual businesses in Milford and some may be in their location because the Route 1 corridor is an expressway.

He said that as everyone is aware, DelDOT is trying to eliminate all access off Route 1 and have made that a complete limited access highway. The billboards do help get people off an exit to find a business.

Most of the billboards on Route 113 are actually south of Route 36. There are some old abandoned billboards the Palace Restaurant is using right now and a smaller one across from Genesis. There are billboards by Milford Ponds and one in front of the electric substation on the righthand side heading out of town, just past the transfer station.

Mr. Lardner thinks the billboards are there and he agrees some can be unsightly though many are very useful. He explained that what is being talked about are static boards versus electronic message boards that can be programmed with different messages every minute, that help a number of businesses because of the shared costs.

He said that prior to billboards being prohibited, he does not remember a big influx of anyone wanting to bring billboards to Milford. Billboards have been on the books for awhile and what is being proposed is more restrictive than what was permitted previously. Because this will require a conditional use, there is no guarantee any billboard will be approved. The application is still required to come before the Planning Commission and City Council to get approval, at which time anyone opposing it has another opportunity to voice their opinion.

He believes that taking something that was permitted and making it prohibited is counterproductive when this ordinance does a good job of adding more restrictions and another layer of opportunity for Mayor and Council to decide whether the billboard is appropriate or not.

Mr. Lardner is also aware of some billboards in Kent County that are on general commercial land, though he agrees they are moving them toward industrial land. He agrees they have a good purpose, and need to be restricted to a certain size and height. The key to all this is no variances, in his opinion, and either the billboard meets the regulations or it does not.

He recommended riding down the highway and paying attention to the many billboards that actually blend into the surrounding commercial entity, they are geared toward.

With no one else wishing to speak, Mayor Campbell closed the public hearing.

Solicitor Rutt explained that under the Zoning Code Article 12 Amendments Section 230-58(f) this is the procedure:

If the proposal is denied or recommended to be denied, by the Planning Commission, it cannot be brought back for consideration unless City Council votes by a three-quarter vote of the entire City Council to overturn the Planning Commission's recommendation.

The Solicitor explained that at this point, if a motion is made to recommend the vote of the Planning Commission be reversed, six votes would be needed.

It was confirmed that six votes will still be needed even though Councilman Fulton is unable to vote due to his involvement as a Planning Commissioner when this ordinance was reviewed earlier this month.

Councilmember Boyle moved to reverse the Planning Commission's recommendation for denial, seconded by Councilmember Marabello.

After some discussion regarding clarification of the motion, Solicitor Rutt explained the motion is to reverse the Planning Commission's recommendation, and adopt the ordinance, and voting yes does that. To accept the Planning Commission's recommendation to deny the ordinance, the vote should be no.

He reiterated the vote on the floor is to reverse the Planning Commission recommendation, it accepts the language of the new ordinance:

ORDINANCE 2020-04
CODE OF THE CITY OF MILFORD
PART II-GENERAL LEGISLATION
CHAPTER 230-ZONING
SIGN REGULATIONS

WHEREAS, the regulating of signage throughout the City is necessary to balance the need to protect the public safety and welfare, the need for a well maintained and attractive community, the need for adequate identification, communication, and advertising; and

WHEREAS, Chapter 230 of the Code of Ordinances provides for such regulations; and

WHEREAS, after a review of sign regulations, City Council has determined it is in the best interest of the City to provide suitable circumstances for off premise signage.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. The following text is hereby amended by inserting language shown as italicized and underlined and removing language indicated by strikethrough. as set forth below:

§ 230-24.19. ~~Off-Premise~~ Premises Signs.

~~Off premises signs are prohibited.~~

A. Off premises signs in the C-3 Highway Commercial District, are permitted provided a conditional use approval is obtained pursuant to Article IX of this chapter and that the standards of this subchapter are met:

(1) All off-premises signs shall meet the minimum principal building front yard and rear yard setback requirements for the C-3 zoning district and have a minimum side yard setback of 25 feet. An off-premises sign shall not be erected within 150 feet of property which is used as a dwelling, church, school, or public lands as measured on a radius from the edge of the off-premises sign. An off-premises sign shall not be erected within 50 feet of an on-premises sign but this separation requirement shall not preclude the erection of an on-premises sign within 50 feet of an off-premises sign.

(2) A single off-premises sign structure shall support no more than one sign per side and no more than two signs in total. Signs which are stacked or side-by-side on an off-premises sign structure are prohibited.

(3) All off-premises signs which are located on properties adjacent to roads which have less than four travel lanes (excluding turn lanes) shall be prohibited.

(4) For all off-premises signs which are located on properties adjacent to roads which have four or more travel lanes (excluding turn lanes), the following regulations shall apply:

(a) An off-premises sign shall not be erected within 600 feet of another off-premises sign. This separation distance shall be measured from the edges of the off-premises sign and shall apply only to signs which are located on the same side of the road.

(b) No off-premises sign shall exceed 35 feet in height from ground level.

(c) An off-premises sign shall not exceed 600 feet of sign area per side and shall not exceed more than 1,200 square feet of sign area per off-premises sign structure.

(5) An applicant for conditional use for an off-premises sign must, at the time the application is filed with the City, submit documentation from the Delaware Department of Transportation which confirms that the Delaware Department of Transportation does not object to the proposed off-premises sign.

B. No variances shall be issued from any of the regulations in this article for off-premises signs which have been erected or approved to be erected after April 2, 2020.

Section 2. Dates.

Planning Commission Review & Public Hearing: June 16, 2020

City Council Introduction: March 9, 2020

City Council Public Hearing: June 22, 2020
Effective: July 2, 2020

The following roll call vote resulted in a 4-3 roll call vote:

- Marabello: no and agrees with the recommendation.
Boyle: no and accepts the recommendation of the Planning Commission.
Culotta: yes, adding that the Planning Commission is being shortsighted and not business friendly and thinks the language is very clear and fair as written by the Planning Director.
Baer: no based on the recommendation of the Planning Commission.
Morrow: yes, and agrees with Councilmember Culotta's comments and prefers the option to look at this as a conditional use.
James: yes, and thinks it is too far reaching and believes there could have been a better compromise that would have been more business friendly to allow it, while still having the oversight that was needed.
Wilson: yes, based on the positive comments before her.

The motion failed for lack of a two-thirds majority or six votes.

Solicitor Rutt added that the ordinance can be presented again for reconsideration after a year has passed.

RESOLUTION 2020-20
Acceptance of Milford Ponds Subdivision
Phases 1.1, 1.2, and 1.3/Water System and Sewer System

City Engineer James Puddicombe presented the request to accept the sanitary sewer and water lines at the Milford Ponds Subdivision for the three phases. However, this does not include the roads or sidewalks.

He noted this will be a final acceptance and would relieve the developer of any maintenance bond requirements.

Mr. Puddicombe added there are still two unrelated phases that remain under maintenance bonds.

When questioned about relieving the developer of responsibility, the City Engineer confirmed the bonds that remain are only for the structure within the future phases. The City maintains a 125% bond on the road surface that can be used for any issues within the phase, including road surfaces, sidewalks or adjustments to valve bodies.

It was confirmed that natural gas is provided by a private company and not a City utility and not part of the bond or inspections.

Mayor Campbell opened the floor for public comment. No one responded and the floor was closed.

Councilmember Wilson moved to adopt Resolution 2020-20, seconded by Councilmember Fulton:

Acceptance of Milford Ponds Subdivision, Phases 1.1, 1.2, and 1.3
Water System and Sewer System

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 and sewer system included in a portion of Phase 1 of Milford Ponds Subdivision have been completed in accordance to City standards and requirements; and

WHEREAS, the portion of Phase 1 to be accepted includes the utilities within the Right-of-Way ("ROW") and public utilities within associated open spaces adjacent to, but within the phases, as depicted on the phasing plan sealed and dated April 8, 2019 and recorded with the Sussex County Recorder of Deeds on Book 0271, Page 9; and

WHEREAS, the phase to be accepted are phase 1.1, 1.2 and 1.3 which encompass lots 314 through 322; 355 through 366; 473 through 480 and 511 through 530; and

WHEREAS, the utilities within the following rights-of-way are to be included: W. Heirloom Way from Route 13 heading East to the intersection with Clubhouse Drive up to the eastern most property line for lot 366; from the intersection of W. Heirloom Way and Clubhouse Drive along Clubhouse Drive heading South including the intersection with Patchwork Drive; beginning at the intersection of Patchwork Drive and Clubhouse Drive heading East until the eastern most property line of lot 511 to include Attic Window Court; Pinwheel Drive from the intersection of Pinwheel Drive and Patchwork Drive heading North including the intersection with Flying Geese Drive and that portion of Flying Geese Drive between Pinwheel Drive and Clubhouse Drive; and

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

WHEREAS, this Resolution does include acceptance of the sidewalks or public streets within these phases; and

WHEREAS, Milford Ponds 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, the maintenance bond for the completed utilities is to be relinquished to the developer in an amount equivalent to that withheld for maintenance of the accepted utilities; and

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

NOW, THEREFORE BE IT RESOLVED that the City Council of the City of Milford, during a lawful session duly assembled on the 22nd day of June, 2020, by a favorable majority vote, accepts the water distribution system and sewer system in the Milford Ponds Subdivision, Phase 1.1, 1.2, and 1.3, that are being dedicated for public use into the City of Milford's 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 and sewer system in Milford Ponds Subdivision, Phase 1.1, 1.2, and 1.3, as noted in this Resolution.

Motion carried by a roll call vote of 8-0 (no comments).

COMMUNICATIONS & CORRESPONDENCE

Councilmember Marabello reported that the Second Street Players Theater are replacing all their doors and were able to obtain grants from Milford Lions, Delaware Community Foundation and the Delaware Division of the Arts to cover the majority of costs, after they were able to raise some matching funds.

He also announced that the Santa House in downtown Milford will be opening soon as the North Pole Creamery under owner David Pickrell.

Councilmember Marabello announced the sad news that Joe Lear, Sr. passed away at the age of 95. In addition to being a member of several jazz bands and orchestras, Mr. Lear organized the Milford Community Band in the early 1990's.

He suggests a small donation be made in his name to the Community Band considering his lifelong commitment to music in the City of Milford.

NEW BUSINESS

Authorization/Alcohol Waiver/Chamber of Commerce Mixer

City Manager Whitfield the Chamber has planned an outdoor mixer on Wednesday evening, June 24th, in the area on Southwest Front Street. In order to do social proper distancing, they have asked for a waiver to allow alcohol be consumed in that public space. George Hufnagel from Wattay Accounting is on the line in case there are any questions.

There being no discussion, Councilman Culotta moved to authorize the alcohol waiver for the Chamber event, seconded by Councilmember Marabello. Motion carried.

EXECUTIVE SESSION

Councilmember Wilson moved to go into Executive Session reference the below statute, seconded by Councilmember Culotta:

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

Pursuant to 29 Del. C. §10004(b)(4) Strategy sessions, including those involving legal advice or opinion from an attorney-at-law, with respect to collective bargaining or pending or potential litigation, but only when an open meeting would have an adverse effect on the bargaining or litigation position of the public body.

Motion carried.

Mayor Campbell recessed the Council Meeting at 10:47 p.m. for the purpose as is permitted by the Delaware Freedom of Information Act.

Return to Open Session

Councilmember Boyle moved to return to Open Session, seconded by Councilmember Wilson. Motion carried.

Council returned to Open Session at 11:19 p.m.

Potential Vote/Personnel Evaluations

No action needed.

Potential Vote/IBEW Negotiations

Councilmember Boyle moved to authorize the IBEW Contract be executed as discussed, seconded by Councilmember James. Motion carried.

ADJOURNMENT

There being no further business, Councilmember Marabello moved to adjourn the Council Meeting, seconded by Councilmember James. Motion carried.

The Council Meeting adjourned at 11:21 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

City of Milford



PROCLAMATION 2020-12 Honoring Councilmember Lisa Ingram Peel

WHEREAS, Sworn in by the Honorable Mayor Bryan W. Shupe on September 14, 2015, Lisa Ingram Peel has served as a Councilmember for the City of Milford after being elected to fill the remaining term left vacant by the late S. Allen “Skip” Pikus; and

WHEREAS, Lisa Ingram Peel has served as a member of the Public Works, Finance, Economic Development, and Police Committees, during that time, as well as Chair of the Community Affairs Committee; and

WHEREAS, Major accomplishments have taken place during her tenure as a Councilmember of the City of Milford, including the planning and completion of the \$314 million Bayhealth Sussex Campus, Riverwalk and Greenway Expansions, formation of Private/Public Partnerships, initiation and implementation of Downtown Revitalization Efforts, Redevelopment of vacated Subdivisions, Approvals of Major Healthcare Projects, essential Transportation Improvements, many new Employee initiatives and the creation of updated and more sound legislation; and

WHEREAS, She took a strong leadership role with the City’s first Strategic Plan, working collaboratively with residents and business owners on some of the most pressing and complicated issues facing our City, addressing them with open eyes, ears and heart; and

WHEREAS, Her active, personal involvement within the City of Milford, in both official and unofficial capacities, has had a profoundly positive influence on the lives of many in this community; and

WHEREAS, Lisa Ingram Peel has decided not to seek re-election to Council and her term expired on June 22, 2020.

NOW, THEREFORE, BE IT HEREBY PROCLAIMED BY THE MAYOR AND COUNCIL OF THE CITY OF MILFORD, IN COUNCIL MET:

The Mayor and Council express their extreme appreciation to Lisa Ingram Peel for devoting her undivided attention and rendering her guidance and leadership ability to the City of Milford over the past five years.

Lisa Ingram Peel is hereby recognized and commended for many successes during her tenure, made possible by her commitment, devotion, thoroughness, good judgment, integrity and concern, thus leaving the City with a much brighter future. Best wishes are extended to her in all future endeavors.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the City to be affixed hereto this 13th day of July 2020.

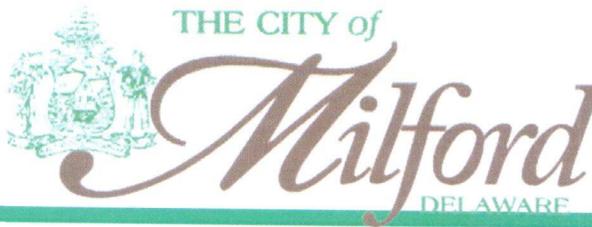
Mayor Arthur J. Campbell

Attest:

City Clerk Teresa K. Hudson



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
DATE: July 1, 2020
RE: Activity Report/June 2020

Monthly Stats:

A total of 124 arrests were made by the Milford Police Department during June 2020. Of these arrests, 69 were for criminal offenses and 55 for traffic violations. Criminal offenses consisted of 15 felonies and 54 misdemeanors. Traffic violations consisted of 17 Special Duty Radar, 2 Drunk-Driving charges, 36 other.

Police officers investigated 25 accidents during the month and issued 21 written reprimands. In addition, they responded to 988 various complaints including city requests and other agency assistance.

Due to COVID-19 Pandemic stats are extremely lower than normal.

Monthly Activities:

Throughout the month of June, participated in numerous conference calls and virtual meetings in reference the COVID-19 and the Governor's Emergency Order for the State of Delaware. This includes weekly Fire and Police conference calls, calls with the Governor, monthly State and Sussex Chiefs meeting, COVID-19 JAG conference call, City budget conference calls and Municipalities of Sussex Co. conference call and numerous call with City Government Officials, the City Manager and the public.

Interviewed four applicants for the Public Works Director Position throughout the month of June.

Participated, along with several members of the Police Department, in the Walk of Change protest on June 14, 2020.

Met with Councilman James, Councilwomen Wilson and a resident to discuss mitigation nuisance property located on North Street on June 24, 2020.

Training –

All Training outside the department was cancelled for the Month of June 2020 due to the COVID-19 Pandemic. Officers have been assigned required training via webinars throughout the month.

SRO –

MPD's Community Policing Unit did not attend any events in June as all were cancelled due to COVID-19. Officers did resume community foot patrols and reaching out to community contacts. Foot patrols were concentrated in the downtown/river walk area, Brightway Commons, and the Milford Plaza. Those areas will remain a concentration in July and foot patrols will be expanded to other areas of the City.

The decision was made to cancel our annual Milford's Night Out in August.

Sgt. Masten has been in contact with Donna Watson of Remax Twin Counties about a possible ice cream social style event when restrictions are lifted.

Community Policing officers have been supplementing shifts for the past three months and will continue to supplement the shifts when need until school resumes in the fall.

K9 Unit –

For the month of June 2020 the Milford Police Department K9 unit had the following stats:

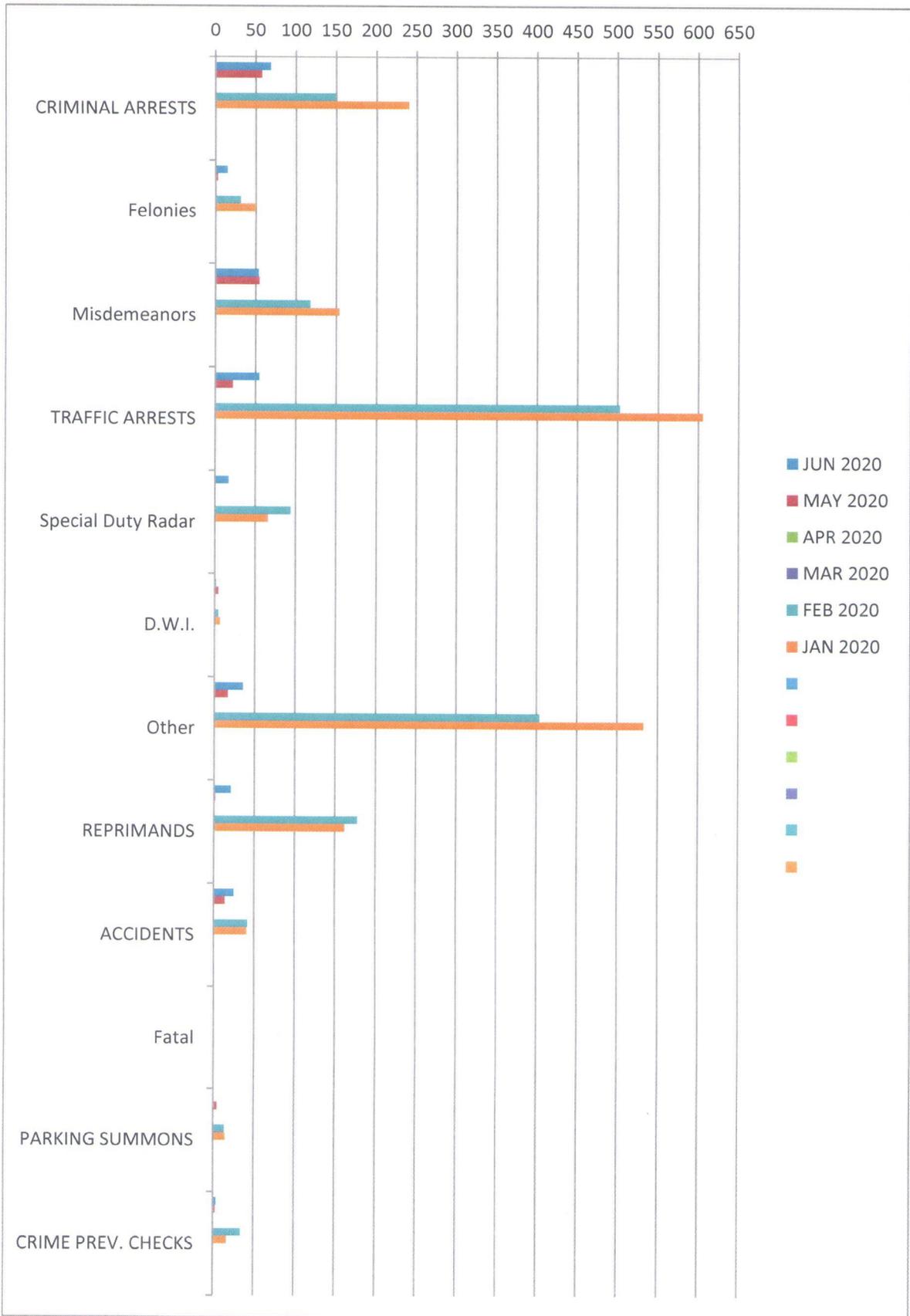
- Demo's 3
- Building Search 4
- Drug Sniff 1
- Assist Other Agency 3

<u>Seized Items</u>	<u>Amount</u>	<u>Value</u>
• Marijuana	3.4 grams	
• Other	Drug Paraphernalia	

Due to the COVID-19 Pandemic stats for the K9 Unit are lower than usual for the Month of June 2020.

JUN 2020 ACTIVITY REPORT

	JUN 2020	TOTAL 2019	JUN 2019	TOTAL 2019
COMPLAINTS	988	4513	1291	7283
CRIMINAL ARRESTS	69	516	148	776
Felonies	15	99	17	104
Misdemeanors	54	381	131	672
TRAFFIC ARRESTS	55	1186	354	2486
Special Duty Radar	17	177	7	446
D.W.I.	2	19	3	41
Other	36	990	344	1999
REPRIMANDS	21	363	128	715
ACCIDENTS	25	122	58	343
Fatal	0	0	0	0
PARKING SUMMONS	0	34	2	66
CRIME PREV. CHECKS	4	58	24	94
FINES RECEIVED	\$2,751.25	\$ 42,456.04	\$7,406.73	\$ 50,450.52



City Manager's Monthly Update Report

Human Resources Office	June 2019	June 2020	FY19 YTD <i>(07/01/18-06/30/19)</i>	FY20 YTD <i>(07/01/19-06/30/20)</i>
Full Time Employees	113	122	109	122
Part Time/Seasonal Employees	16	4	8	4
Vacant Positions	5	2	0	2
Promotions		3		13
Information Technology Office	June 2019	June 2020	FY19 YTD <i>(07/01/18-06/30/19)</i>	FY20 YTD <i>(07/01/19-06/30/20)</i>
IT Assistance Offered			No Information Provided	
Finance Department	June 2019	June 2020	FY19 YTD <i>(07/01/18-06/30/19)</i>	FY20 YTD <i>(07/01/19-06/30/20)</i>
Utility Accounts Billed			No Information Provided	
Utility Payments Processed			No Information Provided	
Parks & Recreation Department	June 2019	June 2020	FY19 YTD <i>(07/01/18-06/30/19)</i>	FY20 YTD <i>(07/01/19-06/30/20)</i>
Program Participants	61	0	1,160	790
Programs Offered	1	0	17	10
Special Events Assisted	0	0	4	4
Planning & Economic Development Department	June 2019	June 2020	FY19 YTD <i>(07/01/18-06/30/19)</i>	FY20 YTD <i>(07/01/19-06/30/20)</i>
<i>Building Inspections & Permitting</i>				
Residential Permits Issued	52	64	360	425
Residential Inspections Performed (By City Staff)	109	108	109	1,082
Residential Inspections Performed (By Outside Contractor)			Not Being Reported	
Commercial Permits Issued	10	9	77	101
Commercial Inspections Performed (By City Staff)	8	17	8	131
Commercial Inspections Performed (By Outside Contractor)			Not Being Reported	
<i>Code Enforcement & Licensing</i>				
Code Enforcement Cases Initiated	35	34	487	383
Code Enforcement Cases Closed	29	61	403	502
Rental Inspections Performed (By City Staff)	63	4	1,248	465
Rental Inspections Performed (By Outside Contractor)			Not Being Reported	
Contractor & Vendor Licenses Issued	24	25	615	623
Rental Licenses Issued	19	142	2,433	1,663
<i>Economic Development</i>				
Economic Development Incentive Applications Received			Not Being Reported	
Downtown Development District Applications Received	0	0	66	14
-Private Investment	\$ -	\$ -	\$ 21,864,365.00	\$ 8,368,231.00
-State Investment	\$ -	\$ -	\$ 2,645,483.00	\$ 662,600.00
-Milford Waivers	\$ -	\$ -	\$ 325,042.18	\$ 33,784.86
<i>Planning & Zoning</i>				
Outside Contractor Utilized			Not Being Reported	
Land Use Applications Received	4	10	41	62

City Manager's Monthly Update Report

Public Works Department	June 2019	June 2020	FY19 YTD (07/01/18-06/30/19)	FY20 YTD (07/01/19-06/30/20)
<i>Electric Division</i>				
Outages		4		100
Trouble Service Calls		7		159
After Hours Calls		7		130
Work Orders Completed		49		375
Poles Replaced		3		80
Trees Trimmed		2		51
<i>Engineering Division</i>				
Utility Locates Completed		268		3,084
<i>Operations Division</i>				
Fleet Work Orders Completed		28		416
Fuel Use-Diesel (Gallons)		2,752		28,770
Fuel Use-Gas (Gallons)		4,705		47,455
<i>Solid Waste & Facilities Division</i>				
Refuse Collected (Tons)		308		3,083
Recycle Collected (Tons)		71		706
Yard Waste Collected (Tons)		75		602
Leaves Collected (Tons)		0		73
Waste Diversion Rate (Percentage)		32		30
Bulk/Brush Collection Requests Completed		54		676
Containers Delivered		62		624
<i>Streets & Utilities Division</i>				
Trouble Service Calls		5		58
After Hours Calls		6		66
Work Orders Completed		7		242
Street Storm Drains Cleaned		35		342
Street Potholes Filled/Cold Patch		24		280
Street Potholes Filled/Spray Patch (Gallons)		0		14
Street Crack Sealant Used (Pounds)		100		242
Street Curbs Swept (Miles)		215		1,446
Street Deicing Salt Used (Tons)		0		0
Street Signs Installed/Replaced		15		182
Street Closures/Special Events		5		28
Fire Hydrants Flushed		12		184
Fire Hydrants Installed/Replaced		1		4
Water Lines Repaired		5		20
Water Valves Exercised		25		109
Waste Water Lines Flushed (Feet)		1,260		132,194
Waste Water Lines Repaired		0		2
<i>Technical Services Division</i>				
After Hours Calls		1		63
Work Orders Completed		521		8,158
Meters Installed New-Electric		13		203
Meters Replaced-Electric		3		77
Meters Installed New-Water		15		168
Meters Replaced-Water		23		427
Meters Read				
Meters Re-Read				
<i>Water & Waste Water Facilities Division</i>				
Water Treated (Millions of Gallons)	79,569,100.00	94,277,400	318,379,700.00	487,245,000
Waste Water Transferred (Millions of Gallons)	88,210,000.00	73,101,000	263,535,000.00	381,578,620
Work Orders Completed		66		203
Pump Stations Cleaned		1		8
Projects				
	Planning Stage	Bid/PO Award	In Progress	Complete
<i>Electric</i>				
DEL1 Substation Testing (FY19 CIP)			X	
DEL2 Relay Replacement				X
DEL2 Substation Testing (FY19 CIP)				X
Air Break Switch (FY19 CIP)				
Traffic Signal Head Refurb-Church/Walnut/Washington (FY19 CIP)			X	
GIS Mapping-Smart Metering (FY19 CIP)				X
Riverwalk Light Pole Powdercoat/Retrofit Phase II (FY19 & FY20 CIP)				X
Line Reconductor-Wilber (FY20 CIP)				X
Reliable Public Power Provider Certification Applicator				X

City Manager's Monthly Update Report

Equipment Replacement-E-130 (FY19, FY20 CIP)				X
Equipment Replacement-WH-001 (FY20 CIP)				X
Vehicle Replacement-B-002 (FY20 CIP)				X
Vehicle Replacement-E-103 (FY20 CIP)			X	
Vehicle Replacement-E-106 (FY19 CIP)				X
Vehicle Replacement-E-110 (FY19, FY20 CIP)			X	
Vehicle Replacement-E-115 (FY20 CIP)			X	
Vehicle Replacement-E-134 (TS-001) (FY20 CIP)				X
<i>Water</i>				
Automated Blow-off Valves Installation (FY19 & FY20 CIP)				X
Tower Protection Upgrades-Caulk & Tenth (FY19 CIP)			X	
Tower Altitude Valve-Caulk (FY19 CIP)			X	
Tower Painting-Tenth	X			
Water Treatment Facility Controls Standardized (FY20 CIP)			X	
Water Treatment Facility Lot Consolidation-Washington	X			
Water Treatment Facility Test Well- NE Tenth (FY20 CIP)			X	
Water Treatment Monitoring & Process Control Upgrades (4&5) (FY20 CIP)			X	
Citywide Valve & Hydrant Replacement/Improvements (FY20 CIP)				
Water Lines-NE Front (CY20 CIP)		X		
DNREC Water Allocation Permit			X	
Lead Service Line Replacement-Priority Level 1 (FY19 & FY20 CIP)			X	
Lead Service Line Replacement-Priority Level 2 (FY19 & FY20 CIP)			X	
Lead Service Line Replacement-Priority Level 3 (FY19 & FY20 CIP)			X	
Equipment Purchase-Elec Msg Board				X
Vehicle Replacement-W-001 (FY19 CIP)			X	
Vehicle Replacement-W-004 (FY19 CIP)				X
Vehicle Replacement-W-008				
Vehicle Replacement-W-014 (FY20 CIP)				X
Vehicle Replacement-W-015				
<i>Waste Water</i>				
Inflow & Infiltration Investigation/Repair (FY20 CIP)			X	
Pump Station Groundwater Investigation/Repair-Truitt (FY20 CIP)			X	
Pump Station-Shawnee Acres (FY18 CIP)				X
Pump Station Hatch Replacement-N Shore			X	
Pump Station Grinder Pump Installation-Silicato (FY18 CIP)				X
Line Replacement-SE Second (FY20 CIP)			X	
Equipment Purchase-Elec Msg Board				X
Equipment Purchase-Zoom Sewer Camera				X
Vehicle Replacement-SE-002 (FY19 CIP)				X
Vehicle Replacement-SE-013 (FY20 CIP)				X
<i>Solid Waste</i>				
Vehicle Replacement-SW-012				X
<i>Streets</i>				
Street Repairs/Resurfacing-Marshall, McColley, Mispillion (FY18 CIP)		X		
Street Repairs/Resurfacing-Fisher, Roosa, Masten, Plum, Marshall, SE Fifth, McColley, Second, Third, Fourth, Fifth, North, Mill, Kings, Barker, Church (FY20 CIP)			X	
Curb and Sidewalks SE Second St (FY18 CIP)			X	
Curb and Sidewalks West St (FY19 CIP)	X			
Sidewalk Improvements (City-Wide) (FY20 CIP)			X	
Sidewalk Improvements (Private Owner Financing) (FY20 CIP)			X	
ADA Compliant Ramps Installed (City-Wide) (FY20 CIP)				
Pedestrian Crossing/Landscaping S Walnut (FY20 CIP)	X			
Parking Lot Seal/Stripe NE Front/Denney (FY19 CIP)				
Drainage Improvement (Pennsylvania)	X			
Truck Turning Study		X		
Welcome Sign Relocation/Replacement (Rt 113)	X			
Equipment Replacement-S-006				
Equipment Replacement-S-008				X
Equipment Replacement-S-022 (FY19 CIP)				
Equipment Replacement-S-030 (FY20 CIP)				
Equipment Replacement-S-049				
Equipment Replacement-S-050				
Vehicle Replacement-S-001 (FY19 CIP)				X
Vehicle Replacement-S-004 (FY19 CIP)			X	
Vehicle Replacement-S-005 (FY19 CIP)			X	
Vehicle Replacement-S-009 (FY20 CIP)			X	
Vehicle Replacement-S-016			X	

City Manager's Monthly Update Report

Vehicle Replacement-S-038 (FY20 CIP)				
<i>Technical Services Division</i>				
Vehicle Replacement B-001 (FY20 CIP)				
<i>Facilities</i>				
City Hall Exterior Doors Replacement (FY19 CIP)				
City Hall Chambers Audio System Upgrade (FY20 CIP)				
City Hall Chambers Video System Installation (FY20 CIP)				
City Hall Security System Replacement (FY20 CIP)				
City Hall IT HVAC Unit and UPS Battery Replacement				
City Hall Basement Waterproofing (FY20 CIP)				
Customer Service Building Basement Waterproofing (FY20 CIP)				
Public Works Electric SCADA/Smart Metering Wall Monitor (FY19 & FY20 CIP)				
Public Works Breakroom/Locker Room Renovations (FY19 CIP)				
Public Works HVAC Replacement (FY19 CIP)				
Public Works Warehouse Door Security				
Public Works Panic Alarms				
Public Works Garage Vehicle Diagnostic Scanners (FY20 CIP)				
Public Works Fuel Pump Replacements (FY19 CIP)				
Public Works Mobil Truck Lifts				
City Wide LED Replacement (FY19 & FY20 CIP)				
Residential Subdivisions				
	Plan Review	In Progress - Utility Installation	In Progress - Utility Service Inspections	Complete
200 NW Front St/Bond				
Brookstone Trace				
Cypress Hall-Phase I				
Cypress Hall-Phase II				
Fork Landing Farm				
Hearthstone Manor I				
Hearthstone Manor II				
Hickory Glen				
Knights Crossing				
Lighthouse Estates				
Marina Del				
Milford Ponds-Phase I				
Milford Ponds-Phase II				
Milford Ponds-Phase III				
Mispillion Landing				
Orchard Hill				
Riverwalk Villas				
Simpson's Crossing				
Walnut Village				
Watergate				
West Shores at New Milford				
Wickersham				
Willows (fka Cascades)-Phase II				
Windward on the River				
Commercial Developments				
	Plan Review	Utility Mains Installation	Utility Service Line Inspection	Complete
10th St Medical Office				
Bayhealth Sussex Campus-Nemours				
Beach Babies				
Bright Nest				
DE Rural Water				
Delaware Veterans Home				
DNREC Mosquito Control				
DSWA-Transfer Station				
Gator & Associates				
Growmark FS				
Kidz Ink				
Mavis Discount Tires				
Microtel				
Mid-Delaware Professional				
Milford Ponds-Clubhouse				
Milford Wellness Village				

City Manager's Monthly Update Report

Mispillion River Brewery			
Nutrien Ag (fka Crop Production Svcs)			X
Surf & Turf Steakhouse			
Touch of Italy - Business Park			
Windward on the River	X		

**CITY OF MILFORD
FUND BALANCES REPORT**

Date: May 2020

Cash Balance - General Fund Bank Balance	2,085,127
Cash Balance - Electric Fund Bank Balance	5,540,709
Cash Balance - Water Fund Bank Balance	858,579
Cash Balance - Sewer Fund Bank Balance	356,661
Cash Balance - Trash Fund Bank Balance	660,246

	<u>General Improvement</u>	<u>Municipal Street Aid</u>	<u>Real Estate Transfer Tax</u>	<u>Economic Development Fund</u>
Beginning Cash Balance	470,424	386,731	3,169,268	\$73,149
Deposits			132,677	
Interest Earned this Month	283	222	1,857	
Disbursements this Month	(11,778)		(60,250)	
Ending Cash Balance	\$458,909	\$386,953	\$3,243,552	\$73,149

	<u>GF Capital Reserves</u>	<u>Water Capital Reserves</u>	<u>Sewer Capital Reserves</u>	<u>Electric Reserves</u>
Beginning Cash Balance	2,732,292	9,625,073	4,358,750	10,760,735
Deposits	350,000			
Interest Earned this Month	283	1,030	450	1,092
Disbursements this Month	(150,193)	(173,307)	(307)	(22,176)
Ending Cash Balance	\$2,932,382	\$9,452,796	\$4,358,893	\$10,739,651

	<u>Water Impact Fee</u>	<u>Sewer Impact Fee</u>	<u>Electric Impact Fee</u>	<u>Police & General Government Facilities</u>
Beginning Cash Balance	2,927,080	\$1,759,699	\$835,140	\$179,349
Deposits	77,804	\$39,554	\$3,600	\$38,814
Interest Earned this Month				
Disbursements this Month				
Ending Cash Balance	\$3,004,884	\$1,799,253	\$838,740	\$218,163

INTEREST THROUGH THE ELEVENTH MONTH OF THE FISCAL YEAR:

General Fund	40,902	Water Fund	6,476
GF Capital Reserves	52,483	Water Capital Reserves	183,023
Municipal Street Aid	6,548	Sewer Fund	6,188
Real Estate Transfer Tax	42,048	Sewer Capital Reserves	76,941
Electric Fund	59,037	Trash Fund	3,494
Electric Reserves	188,594		

TOTAL INTEREST EARNED TO DATE \$665,734

CITY OF MILFORD
RESTRICTED CASH RESERVES REPORT

Date: MAY 2020

General Fund Reserve Funds

Cash Balance 5/31/20	\$2,932,382
Restricted Funds	
FY 18 Approved with Budget	(\$290,843)
FY 18 Capital -Council Approved	(\$29,759)
FY 19 Approved with Budget	(\$130,251)
FY 19 Capital -Council Approved	(\$169,217)
FY 20 Approved with Budget	(\$483,775)
FY 20 Approved after Budget	(222,487)
Year 2 Funding 5 Police Officers	(\$450,000)
Year 3 Funding 5 Police Officers	(\$537,359)
Cost of Asset Replacement	????????
Available Cash Balance	\$618,691

Sewer Reserve Funds

Cash Balance 5/31/20	\$4,358,893
Restricted Funds	
Lighthouse Fencing	(\$20,000)
PW-HVAC & Breakroom	(\$112,500)
UFS-Cost of Service Study	(\$14,250)
F250 Pickup Truck	(\$35,000)
Hook/ Dump Truck W/Plow	(\$211,791)
I&I Engineering Study	(\$50,000)
SE 2ND Street utility,curb,sidewalk	(\$5,000)
SE 2ND Street-Sewer Main	(\$150,000)
25% Mobile Lift System	(\$15,115)
DNREC Surface Water Grant	(\$50,000)
Mill Street Line Rerouting	(13,733)
Cost Of Service Minimum Cash	(\$3,562,637)
Cost of Asset Replacement	????????
Available Cash Balance	\$118,867

Water Reserve Funds

Cash Balance 5/31/20	\$9,452,796
Restricted Funds	
NW & NE Front St Waterline	(\$149,555)
Smart Metering	(\$239,290)
FY 18 Budgeted Capital	(\$45,000)
PW-HVAC & Breakroom	(\$112,500)
UFS-Cost of Service Study	(\$14,250)
FY 19 Budgeted Capital	(\$214,000)
SE 2ND Street-utilities, curb&sidewalk	(\$25,000)
SE Second Lead Gooseneck	(\$814,400)
25% Mobile Lift System	(\$15,115)
Two test wells 10TH Street	(80,000)
Front Street water lines	(\$1,500,000)
Cost of Service Minimum Cash	(\$2,433,832)
Cost of Asset Replacement	????????
Available Cash Balance	\$3,809,854

Electric Reserve Funds

Cash Balance 5/31/20	\$10,739,651
Restricted Funds	
FY 17 Smart Meter Project	(\$26,426)
FY 18 Budgeted Capital	(\$380,739)
FY 19 Budgeted Capital	(\$255,000)
FY 19 Budgeted From Res.	(\$318,717)
PW- HVAC & Breakroom	(\$121,324)
50% Mobile Lift System	(\$30,231)
Bond Early Redemption After 1/1/22	(\$4,060,000)
Cost of Service Minimum Cash	(\$4,816,739)
Cost of Asset Replacement	????????
Available Cash Balance	\$730,474

REVENUE REPORT

Page Two

92% of Year Expended

Date: May 2020	AMOUNT BUDGETED	MTD	YTD	YTD%
ACCOUNT				
Economic Development Fund	171,360	0	162,703	94.95%
General Fund Reserves	735,775	32,000	244,836	33.28%
General Fund Reserves-New Police	425,000	35,000	385,000	90.59%
Realty Transfer Tax-Police	723,000	60,250	662,750	91.67%
Real Estate Tax	4,154,385	12,355	4,165,868	100.28%
Business License	50,000	1,240	53,845	107.69%
Rental License	95,000	250	85,150	89.63%
Building Permits	200,000	24,330	259,842	129.92%
Planning & Zoning	35,000	1,000	56,846	162.42%
Grasscutting Revenue	16,000	2,000	14,000	87.50%
Police Revenues	502,750	9,398	401,846	79.93%
Misc. Revenues	388,398	85,928	416,367	107.20%
Transfers From	3,396,842	283,071	3,113,773	91.67%
Total General Fund Revenues	\$10,893,510	\$546,822	\$10,022,826	92.01%
Water Revenues	2,859,500	210,709	2,680,847	93.75%
Sewer Revenues	2,610,000	179,561	2,251,914	86.28%
Kent County Sewer	2,035,000	131,765	1,706,220	83.84%
Solid Waste Revenues	1,184,965	136,997	1,167,593	98.53%
Electric Revenues	25,815,000	1,628,098	23,261,115	90.11%
TOTAL REVENUES	\$45,397,975	\$2,833,952	\$41,090,515	90.51%
YTD Enterprise Expense		(44,729)		
YTD Enterprise Revenue		37,136		
LTD Carlisle Fire Company Building Permit Fund		481,503		

EXPENDITURE REPORT

Page Three

Date: May 2020

92% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
City Manager					
Personnel	651,490	\$137,409	642,541	98.83%	8,949
O&M	188,430	\$10,560	120,641	71.83%	47,789
Capital	0	\$0	0		0
Total City Manager	\$819,920	\$147,969	\$763,182	93.08%	56,738
Planning & Zoning					
Personnel	150,020	\$15,745	134,413	89.60%	15,607
O&M	74,387	\$2,311	41,477	55.76%	32,910
Capital	0	\$0	0		0
Total P, C & I	\$224,407	\$18,056	\$175,890	78.38%	48,517
Code Enforcement & Inspections					
Personnel	288,330	\$31,009	250,181	87.38%	38,149
O&M	85,357	\$4,208	50,410	59.06%	34,947
Capital	32,000	\$0	28,777	89.93%	3,223
Total P, C & I	\$403,687	\$35,217	\$329,368	81.59%	74,319
Council					
Personnel	33,380	\$2,853	22,499	67.40%	10,881
Contract Service-ADA Transition P1	50,000	\$0	200	0.40%	49,800
Legal	45,000	\$1,233	38,879	81.51%	8,321
City Hall Building Expense	19,250	\$1,604	17,646	81.67%	1,604
Insurance	18,270	\$0	18,235	99.81%	35
Christmas Decorations	7,000	\$0	0	0.00%	7,000
Computer Expense	8,450	\$0	8,245	97.57%	205
Council Expense	23,950	\$82	17,983	75.09%	5,967
Employee Recognition	21,000	\$0	19,517	0.00%	1,483
Codification	15,000	\$352	14,795	98.63%	205
Carlisle Fire Company	140,000	\$0	0	0.00%	140,000
Museum	30,500	\$0	30,000	98.36%	500
Downtown Milford Inc.	45,860	\$0	45,860	100.00%	0
Milford Public Library	25,000	\$0	25,000	100.00%	0
Economic Development	2,000	\$0	1,843	92.15%	157
Armory Expenses	10,000	\$0	6,659	66.59%	3,341
Kent Economic Partnership	30,000	\$0	30,000	100.00%	0
Election-Wages	6,000	\$0	0	0.00%	6,000
Election-Supplies	3,000	\$0	1,008	33.53%	1,994
Police Facility Promotion	7,000	\$0	7,000	100.00%	0
Ladybug Festival	30,000	\$0	30,000	100.00%	0
Chamber of Commerce	25,000	\$0	0	0.00%	25,000
Capital-Council Chambers Recordii	8,795	\$0	0	0.00%	8,795
Capital-Council Chambers Monitors	25,000	\$0	9,930	39.72%	15,070
Capital-Video Monitoring system	25,000	\$0	0	0.00%	25,000
Total Council	\$654,455	\$8,124	\$343,097	52.42%	311,358

EXPENDITURE REPORT

Page Four

Date: May 2020

82% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Finance					
Personnel	420,713	\$48,553	380,096	90.35%	40,617
O&M	105,875	\$5,101	73,415	69.34%	32,460
Capital	0	\$0	0		0
Total Finance	\$526,588	\$54,654	\$453,511	86.12%	73,077
Information Technology					
Personnel	164,130	\$18,205	149,374	91.01%	14,756
O&M	181,950	\$1,725	176,250	96.87%	5,700
Capital	48,500	\$0	45,796	94.42%	2,704
Total Information Technology	\$394,580	\$19,930	\$371,420	94.13%	23,160
Police Department					
Personnel	4,972,163	\$466,889	4,350,270	87.49%	621,893
O&M	688,970	\$24,606	502,621	72.96%	186,349
Capital	106,185	\$232	88,542	83.36%	17,643
Total Police	\$5,767,318	\$491,627	\$4,941,433	85.68%	825,885
Streets & Grounds Division					
Personnel	336,000	\$36,648	300,873	89.55%	35,127
O&M	418,745	\$54,341	334,799	79.95%	83,946
Capital	200,000	\$0	32,223	16.11%	167,777
Total Streets & Grounds	\$954,745	\$90,989	\$667,895	69.96%	286,850
Parks & Recreation					
Personnel	692,200	\$64,001	547,822	79.14%	144,378
O&M	263,810	\$21,222	201,420	76.41%	62,190
Capital	192,000	\$0	7,800	4.06%	184,200
Total Parks & Recreation	\$1,147,810	\$85,223	\$757,042	65.96%	390,768
Total General Fund					
Operating Budget	\$10,893,510	\$948,689	\$8,802,838	80.81%	2,090,672

EXPENDITURE REPORT

Page Five

Date: May 2020

92% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Water Division					
Personnel	317,548	\$37,409	258,093	81.28%	59,455
O&M	1,500,438	\$130,278	1,296,535	86.41%	203,903
Capital	657,509	\$0	27,120	4.12%	630,389
Debt Service	384,005	\$0	318,774	83.01%	65,231
Total Water	\$2,859,500	\$187,685	\$1,900,522	66.46%	958,978
Sewer Division					
Personnel	316,248	\$36,125	249,136	78.78%	87,112
O&M	1,799,212	\$156,670	1,548,562	86.12%	249,650
Capital	90,000	\$0	83,280	92.51%	6,740
Debt Service	404,540	\$0	307,489	76.01%	97,051
Sewer Sub Total	\$2,610,000	\$191,795	\$2,189,447	83.89%	420,553
Kent County Sewer	2,035,000	\$131,694	1,569,089	77.10%	465,931
Total Sewer	\$4,645,000	\$323,489	\$3,758,516	80.92%	866,484
Solid Waste Division					
Personnel	350,737	\$43,887	316,134	90.13%	34,603
O&M	834,228	\$64,614	784,524	94.04%	49,704
Capital	0	\$0	0		0
Total Solid Waste	\$1,184,965	\$108,301	\$1,100,658	92.89%	84,307
Total Water, Sewer Solid Waste					
	\$8,689,465	\$599,475	\$6,759,696	77.79%	1,829,769
Electric Division					
Personnel	1,039,091	\$127,526	1,026,746	98.81%	12,345
O&M	2,717,254	\$206,864	2,321,016	85.42%	396,238
Transfer to General Fund	2,500,000	\$208,334	2,291,667	91.67%	208,333
Capital	1,036,040	\$0	196,732	18.95%	841,308
Debt Service	320,615	\$0	271,408	84.65%	49,207
Electric Sub Total	\$7,615,000	\$542,724	\$6,107,569	80.20%	1,507,431
Power Purchased	18,200,000	\$1,206,006	14,834,987	81.51%	3,365,013
Total Electric	\$25,815,000	\$1,748,730	\$20,942,556	81.13%	4,872,444
TOTAL OPERATING BUDGET	\$46,397,975	\$3,297,894	\$36,505,080	80.41%	6,892,885

INTERSERVICE DEPARTMENTS REPORT

Page Six

Date: May 2020

92% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Garage					
Personnel	92,725	10,152	84,766	91.42%	7,959
O&M	113,887	6,187	96,289	84.55%	17,598
Capital	0				
Total Garage Expense	\$206,612	\$16,339	\$181,055	87.63%	25,557
Public Works					
Personnel	720,729	76,574	545,386	75.67%	175,343
O&M	208,665	29,332	193,673	92.82%	14,992
Capital	132,000	0	0	0.00%	132,000
Total Public Works Expense	\$1,061,394	\$105,906	\$739,059	69.63%	322,335
Tech Services					
Personnel	239,513	25,911	217,608	90.85%	21,905
O&M	430,711	18,587	262,004	60.83%	168,707
Capital	64,000	0	61,545	96.16%	2,455
Total Tech Services Expense	\$734,224	44,478	\$541,157	73.70%	193,067
Billing & Collections					
Personnel	776,589	69,726	614,817	79.17%	161,772
O&M	245,850	11,998	204,029	82.99%	41,821
Capital	47,000	0	14,205	30.22%	32,795
Total Billing & Collections	\$1,069,439	81,724	\$833,051	77.90%	236,388
City Hall Cost Allocation					
Personnel	0				0
O&M	53,066	2,370	48,952	92.25%	4,114
Capital	208,411	0	125,811	60.37%	82,600
Total City Hall Cost Allocation	\$261,477	2,370	\$174,763	66.84%	86,714

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.

CITY OF MILFORD, DELAWARE

CITY COUNCIL COMMITTEES

2020-2021 (effective June 2020)

COMMITTEE	CHAIR	MEMBERS	MEETS
Annexation	Dan Marabello	Brian Baer, Katrina Wilson, PC Chair Sharp	As needed.
Community & Economic Development	Katrina Wilson	Mike Boyle, Todd Culotta, Andy Fulton	As needed.
Finance & Public Works	Jason James	Brian Baer, Dan Marabello, Doug Morrow	As needed.
Police	Mike Boyle	Andy Fulton, Jason James, Doug Morrow	As needed.
Community Cemetery Board		Todd Culotta	8:30 am; Quarterly (Beginning January)
Kent Economic Partnership		Doug Morrow	Every other month (Dover)

July 2020

June '20							August '20						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6							1
7	8	9	10	11	12	13	2	3	4	5	6	7	8
14	15	16	17	18	19	20	9	10	11	12	13	14	15
21	22	23	24	25	26	27	16	17	18	19	20	21	22
28	29	30					23	24	25	26	27	28	29
							30	31					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
28	29	30	1	2	3 Holiday	4	
5	6	7	8	9	10	11	
12	13 6:00 Council Workshop 7:00 Council Meeting	14	15	16	17	18	
19	20	21	22	23	24 8:30 AM Community Cemetery Board	25	
26	27 6:30 Board of Revision & Appeal (Assessment) 7:00 Council Meeting	28	29	30	31	1	
2	3					<div style="background-color: yellow; padding: 5px; display: inline-block;"> PENDING: Council Photos </div>	

August 2020

July '20							September '20						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4			1	2	3	4	5
5	6	7	8	9	10	11	6	7	8	9	10	11	12
12	13	14	15	16	17	18	13	14	15	16	17	18	19
19	20	21	22	23	24	25	20	21	22	23	24	25	26
26	27	28	29	30	31		27	28	29	30			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10 6:30 Council Workshop 7:00 Council Meeting	11	12	13	14	15
16	17	18	19	20	21	22
23	24 7:00 Council Meeting	25	26	27	28	29
30	31 			PENDING: Council Photos		

September 2020

August '20							October '20						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1					1	2	3
2	3	4	5	6	7	8	4	5	6	7	8	9	10
9	10	11	12	13	14	15	11	12	13	14	15	16	17
16	17	18	19	20	21	22	18	19	20	21	22	23	24
23	24	25	26	27	28	29	25	26	27	28	29	30	31
30	31												

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1	2 <i>6:00 SCAT Meeting</i>	3	4	5
6	7 Holiday	8	9	10	11	12
13	14 <i>7:00 Council Meeting</i>	15	16	17	18	19
20	21	22	23	24 <i>5:30 DLLG Meeting</i>	25	26
27	28 <i>7:00 Council Meeting</i>	29	30	1	2	3
4	5			<div style="background-color: yellow; padding: 5px;"> PENDING: Council Photos </div>		

October 2020

September '20							November '20						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5	1	2	3	4	5	6	7
6	7	8	9	10	11	12	8	9	10	11	12	13	14
13	14	15	16	17	18	19	15	16	17	18	19	20	21
20	21	22	23	24	25	26	22	23	24	25	26	27	28
27	28	29	30				29	30					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1	2	3
4	5	6	7 <i>6:00 SCAT Meeting</i>	8	9	10
11	12 <i>7:00 Council Meeting</i>	13	14	15	16	17
18	19	20	21	22 <i>5:30 DLLG Meeting</i>	23 <i>8:30 AM Community Cemetery Board</i>	24
25	26 <i>7:00 Council Meeting</i>	27	28	29	30	31

1	2					
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Calendar Templates by Vertex42
<https://www.vertex42.com/calendars/>

November 2020

October '20							December '20						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3			1	2	3	4	5
4	5	6	7	8	9	10	6	7	8	9	10	11	12
11	12	13	14	15	16	17	13	14	15	16	17	18	19
18	19	20	21	22	23	24	20	21	22	23	24	25	26
25	26	27	28	29	30	31	27	28	29	30	31		

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 Holiday	4 6:00 SCAT Meeting	5 Holiday	6	7
8	9 7:00 Council Meeting	10	11 Holiday	12	13	14
15	16	17	18	19	20	21
22	23 7:00 Council Meeting	24	25	26 Holiday	27 Holiday	28
29	30	1	2	3	4	5

6	7	 <p>Calendar Templates by Vertex42 https://www.vertex42.com/calendars/</p>				
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December 2020

November '20							January '21							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	
1	2	3	4	5	6	7							1	2
8	9	10	11	12	13	14	3	4	5	6	7	8	9	
15	16	17	18	19	20	21	10	11	12	13	14	15	16	
22	23	24	25	26	27	28	17	18	19	20	21	22	23	
29	30						24	25	26	27	28	29	30	
							31							

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	1	2 <i>6:00 SCAT Meeting</i>	3	4	5
6	7	8	9	10	11	12
13	14 <i>7:00 Council Meeting</i>	15	16	17	18	19
20	21	22	23	24 <i>Holiday</i>	25 <i>Holiday</i>	26
27	28	29	30	31	1	2

3	4	 <p>Calendar Templates by Vertex42 https://www.vertex42.com/calendars/</p>				
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January 2021

December '20							February '21						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5		1	2	3	4	5	6
6	7	8	9	10	11	12	7	8	9	10	11	12	13
13	14	15	16	17	18	19	14	15	16	17	18	19	20
20	21	22	23	24	25	26	21	22	23	24	25	26	27
27	28	29	30	31			28						

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
3	4	5	6 <i>6:00 SCAT Meeting</i>	7	8 <i>Holiday</i>	9
10	11 <i>7:00 Council Meeting</i>	12	13	14	15	16
17	18 <i>Holiday</i>	19	20	21	22 <i>8:30 AM Community Cemetery Board</i>	23
24	25 <i>7:00 Council Meeting</i>	26	27	28 <i>5:30 DLLG Meeting</i>	29	30

31	1					
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February 2021

January '21							March '21						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2		1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30	31			
31													

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3 6:00 SCAT Meeting	4	5	6
7	8 7:00 Council Meeting	9	10	11	12	13
14	15 Holiday	16	17	18	19	20
21	22 7:00 Council Meeting	23	24	25 5:30 DLLG Meeting	26	27
28	1	2	3	4	5	6

7	8	 <p>THE CITY of <i>Milford</i> DELAWARE</p>				
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March 2021

February '21							April '21						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6					1	2	3
7	8	9	10	11	12	13	4	5	6	7	8	9	10
14	15	16	17	18	19	20	11	12	13	14	15	16	17
21	22	23	24	25	26	27	18	19	20	21	22	23	24
28							25	26	27	28	29	30	

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	1	2	3 <i>6:00 SCAT Meeting</i>	4	5	6
7	8	9	10	11	12	13
14	15 <i>7:00 Council Meeting</i>	16	17	18	19	20
21	22	23	24	25 <i>5:30 DLLG Meeting</i>	26	27
28	29 <i>6:30 Council Workshop- Updates-Library, Museum 7:00 Council Meeting</i>	30	31	1	2	3

4	5	 <p>Calendar Templates by Vertex42 https://www.vertex42.com/calendars/</p>				
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April 2021

March '21							May '21						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6							1
7	8	9	10	11	12	13	2	3	4	5	6	7	8
14	15	16	17	18	19	20	9	10	11	12	13	14	15
21	22	23	24	25	26	27	16	17	18	19	20	21	22
28	29	30	31				23	24	25	26	27	28	29
							30	31					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2 Holiday	3
4	5	6	7 6:00 SCAT Meeting	8	9	10
11	12 7:00 Council Meeting	13	14	15	16	17
18	19	20	21	22 5:30 DLLG Meeting	23 8:30 AM Community Cemetery Board	24 10 AM-6 PM Annual Election
25	26 7:00 Council Meeting	27	28	29	30	1



May 2021

April '21							June '21						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3			1	2	3	4	5
4	5	6	7	8	9	10	6	7	8	9	10	11	12
11	12	13	14	15	16	17	13	14	15	16	17	18	19
18	19	20	21	22	23	24	20	21	22	23	24	25	26
25	26	27	28	29	30		27	28	29	30			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	1
2	3 6:30 Council Photos 7:00 Swearing In and Organizational Meeting	4	5 6:00 SCAT Meeting	6	7	8
9	10 7:00 Council Meeting	11	12	13	14	15
16	17	18	19	20	21	22
23	24 7:00 Council Meeting	25	26	27 5:30 DLLG Meeting	28	29
30	31 Holiday					

June 2021

May '21							July '21						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1					1	2	3
2	3	4	5	6	7	8	4	5	6	7	8	9	10
9	10	11	12	13	14	15	11	12	13	14	15	16	17
16	17	18	19	20	21	22	18	19	20	21	22	23	24
23	24	25	26	27	28	29	25	26	27	28	29	30	31
30	31												

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1	2 <i>6:00 SCAT Meeting</i>	3	4	5
6	7 <i>5:00 Budget Hearings</i>	8 <i>5:00 Budget Hearings</i>	9	10	11	12
13	14 <i>7:00 Council Meeting</i>	15	16	17	18	19
20	21	22	23	24 <i>5:30 DLLG Meeting</i>	25	26
27	28 <i>7:00 Council Meeting</i>	29	30	1	2	3

4	5	 <p>THE CITY of <i>Milford</i> DELAWARE</p>	<p>Calendar Templates by Vertex42 https://www.vertex42.com/calendars/</p>
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Milford Community *Day of Prayer*

with
Prayers and Songs

July 28, 2020
Bicentennial Park
6:00 PM - 7:00 PM

Inquires:

Rev Jeanel Starling 302.422.9749

Rev Patricia Green 302.270.6384

Rev Shirley Baker 302.430.3758

Councilperson Katrina Wilson 302.241.8745

INSTITUTE FOR PUBLIC ADMINISTRATION | IPA



UNIVERSITY OF DELAWARE
BIDEN SCHOOL OF PUBLIC
POLICY & ADMINISTRATION

Dear Delaware Local Government Leader,

On behalf of the Delaware Office of State Planning Coordination, the Division of Small Business, and the State Housing Authority, we invite you to this **INVITE ONLY** event for elected officials in Downtown Development Districts (DDD).

Join us on **Tuesday, July 14, from noon to 1 p.m.** for this **virtual meeting** to learn the benefits of the DDD program as an economic development tool intended to revitalize your downtown areas.

Hear a testimonial from Seaford Mayor David Genshaw, who will share how the DDD program has boosted downtown development in Seaford and resulted in tangible projects and increased investment into his community.

Rick Ferrell, an economic development consultant working on behalf of the Division of Small Business, will highlight some of the resources that you can use to ensure that you are maximizing the effectiveness of your DDD.

Additional speakers include:

- Connie Holland, Director, Delaware Office of State Planning Coordination
- David Edgell, Circuit Rider Planner, Delaware Office of State Planning Coordination
- Karen Horton, Principal Planner, Delaware State Housing Authority

**Please contact Christine Crouch, Deputy City Clerk,
(ccrouch@milford-de.gov)**

**no later than July 7 if you are interested
in attending this free, virtual meeting.**

----- Original message -----

From: "Kacie Saxer-Taulbee, Insurify" <kacie.st@insurify.com>

Date: 7/8/20 4:51 PM (GMT-05:00)

To: Mayor Campbell <MayorCampbell@milford-de.gov>

Subject: Just In! Milford is the Best Up & Coming Housing Market in Delaware

Hi Mayor Campbell,

Milford has been identified as the best up & coming real estate market in **Delaware** with the **strongest projections in median home value and sales price.**

For full information about this designation, the scoring system, and the full list of top communities by state, please see this announcement:

<https://insurify.com/insights/best-up-coming-housing-markets-2020/>



The best up & coming housing markets were identified through analysis of relative changes in home value over the past decade, trends in both value and sales prices over the past year, and forecasted 2021 home values.

A press release template and other award resources can be found here:

<https://insurify.com/blog/announcements/insurifys-best-up-and-coming-housing-markets-award-winners-kit-2/>

If interested in writing about this new research, please feel free to reach out to me or to insights@insurify.com with any questions.

Best,
Kacie Saxer-Taulbee,

INSURIFY

See Insurify Insights as featured in Forbes, Fox News, USA Today, NPR, and more.



OFFICE OF THE CITY MANAGER
201 South Walnut Street
Milford, DE 19963

PHONE 302.422.1111
FAX 302.424.3553
www.cityofmilford.com

To: Mayor and Council
From: Mark Whitfield, City Manager
Subject: Authorization of Check Signing Signatures
Date: July 7, 2020

Enclosed with the Council packet for Council consideration is Resolution 2020-21 which authorizes the signatures, including electronic signatures, for City checks. Presently, checks are electronically signed by the Mayor and Vice-Mayor and checks over \$10,000 must have a "live" signature of either the Mayor, Vice-Mayor, Finance Chair, or City Manager.

Over the past several months, staff, Council and the Mayor have tried to the best of their ability to eliminate as much person-to-person contact as possible. We have also limited the check signing to the Mayor and City Manager during the pandemic. Given the small number of checks that are over the \$10,000 threshold, staff recommends that all checks be electronically signed, and a listing of all checks over \$10,000 be sent weekly via email to the Mayor and the Vice-Mayor for review and approval. The proposed resolution will eliminate the need for "live" signatures.

For Council's review, a listing of all checks over \$10,000 for the past year are included.

Recommendation: Staff recommends Council adopt Resolution 2020-21 authorizing signatures, including electronic signatures for the City of Milford checks.

CHECK DATE	CHECK NUMBER	VENDOR NAME	VENDOR #	CHECK AMOUNT
07/03/2019	75187	DAVIS, BOWEN & FRIEDEL, INC.	96	14,587.50
07/03/2019	75188	DELAWARE DIVISION OF REVENUE	130	46,323.00
07/03/2019	75195	JOSEPH T RICHARDSON INC	2359	58,900.00
07/10/2019	75234	CARDMEMBER SERVICE	1685	17,772.85
07/10/2019	75241	DELAWARE SOLID WASTE AUTHORITY	102	21,249.60
07/12/2019	75290	GEORGE & LYNCH, INC.	92	14,483.51
07/16/2019	75319	JERRY'S INC.	177	32,737.25
07/16/2019	75320	MUNICIPAL EMERGENCY SVCS. DEP.	32	11,980.00
07/16/2019	75321	MAIN SYSTEM CAPITAL IMPR.FUNDS	453	179,547.20
07/17/2019	75343	HERTRICH FLEET SERVICES, INC.	1963	28,851.00
07/19/2019	75355	SELECTIVE INSURANCE CO. OF AME	2000	60,321.00
07/29/2019	75363	KENT COUNTY TREASURER	186	216,941.88
07/29/2019	75365	PENINSULA OIL & PROPANE	21	18,536.80
07/29/2019	75370	SOUTHERN CORROSION, INC	1636	13,398.66
07/31/2019	75392	CAPITAL ONE BANK	1905	36,856.52
07/31/2019	75406	GERARDI CONSTRUCTION INC	2279	24,182.28
07/31/2019	75411	KENT COUNTY TREASURER	187	12,735.21
07/31/2019	75417	ERMCO	204	18,348.00
07/31/2019	75420	PENINSULA PAVING CO	1740	25,500.00
07/31/2019	75428	STATE OF DELAWARE (GROUP HEALT	272	135,291.40
08/01/2019	75443	ADVANCED PAVEMENT GROUP	2385	15,095.00
08/07/2019	75493	DOWNTOWN MILFORD, INC	987	45,860.00
08/07/2019	75518	MOORE AND RUTT, P.A.	665	11,845.00
08/07/2019	75550	F & N VAZQUEZ CONCRETE, LLC	2314	12,480.00
08/07/2019	75560	CARDMEMBER SERVICE	1685	24,816.02
08/12/2019	75572	DEMEC, INC.	1077	219,490.20
08/13/2019	75574	DELAWARE DIVISION OF REVENUE	130	54,970.00
08/19/2019	75649	KCI TECHNOLOGIES, INC	2345	17,165.50
08/21/2019	75661	DELAWARE SOLID WASTE AUTHORITY	102	23,850.62
08/21/2019	75670	JOSEPH T RICHARDSON INC	2359	20,900.00
08/21/2019	75671	KENT COUNTY TREASURER	186	247,759.98
08/21/2019	75688	WESCO RECEIVABLES CORE.	24	11,861.62
08/22/2019	75691	PENINSULA OIL & PROPANE	21	15,878.90
08/28/2019	75731	STATE OF DELAWARE (GROUP HEALT	272	131,387.90
08/29/2019	75743	DEMEC, INC.	1077	41,786.55
08/30/2019	75756	MILFORD MUSEUM	201	30,000.00
08/30/2019	75757	MILFORD PUBLIC LIBRARY	1281	25,000.00
09/04/2019	75799	WINNER FORD FLEET	511	34,573.00
09/11/2019	75871	CARDMEMBER SERVICE	1685	15,858.58
09/12/2019	75872	DELAWARE DIVISION OF REVENUE	130	49,272.00
09/13/2019	75876	HUDSON TOYOTA/NISSAN/CJD	2364	26,796.00
09/18/2019	75893	CAPITAL ONE BANK	1905	10,466.23
09/18/2019	75900	DELAWARE SOLID WASTE AUTHORITY	102	23,600.27
09/18/2019	75913	KENT COUNTY TREASURER	186	197,370.00
09/18/2019	75930	SELECTIVE INSURANCE CO. OF AME	2000	59,773.75
09/25/2019	75986	PENINSULA OIL & PROPANE	21	18,210.26
09/26/2019	76010	STRATEGIC INSURANCE PARTNERS	1993	202,089.00
10/02/2019	76034	HERTRICH FLEET SERVICES, INC.	1963	29,446.00
10/02/2019	76040	KCI TECHNOLOGIES, INC	2345	46,421.07
10/02/2019	76051	STATE OF DELAWARE (GROUP HEALT	272	132,917.78
10/09/2019	76106	NVR INC / RYAN HOMES	409	11,106.41

CHECK DATE	CHECK NUMBER	VENDOR NAME	VENDOR #	CHECK AMOUNT
10/09/2019	76107	NVR INC / RYAN HOMES	409	11,107.39
10/09/2019	76132	CLARK'S GENERAL CONTRACTORS, I	1663	29,759.00
10/09/2019	76136	DELAWARE CORRECTIONAL INDUSTRI	1949	14,205.00
10/09/2019	76137	DELAWARE DIVISION OF REVENUE	130	47,127.00
10/09/2019	76161	JOSEPH T RICHARDSON INC	2359	110,200.00
10/09/2019	76185	SOUTHERN STATES	40	20,763.63
10/09/2019	76200	WESCO RECEIVABLES CORP.	24	14,561.81
10/09/2019	76207	CARDMEMBER SERVICE	1685	14,054.48
10/16/2019	76243	BRENDON T WARFEL INC	1187	21,462.19
10/16/2019	76251	DELAWARE SOLID WASTE AUTHORITY	102	20,797.23
10/23/2019	76330	KENT COUNTY TREASURER	186	193,737.36
10/23/2019	76335	MAIN SYSTEM CAPITAL IMPR.FUNDS	453	126,595.60
10/23/2019	76341	ERMCO	204	24,000.00
10/23/2019	76352	SOUTHERN CORROSION, INC	1636	13,398.66
10/23/2019	76361	VERMEER MID ATLANTIC, LLC	106	68,259.60
10/24/2019	76366	REHRIG PACIFIC COMPANY	1632	30,499.91
10/30/2019	76395	JET VAC EQUIPMENT, LLC	2394	15,000.00
10/30/2019	76396	KENT COUNTY TREASURER	187	12,735.21
10/30/2019	76397	KUHN CONSTRUCTION COMPANY	1990	456,532.00
10/30/2019	76401	PENINSULA OIL & PROPANE	21	16,506.20
10/31/2019	76413	STATE OF DELAWARE (GROUP HEALT	272	132,496.54
11/01/2019	76416	UPLAND SOFTWARE, INC	2420	16,185.72
11/06/2019	76481	WESCO RECEIVABLES CORP.	24	13,989.10
11/06/2019	76485	CARDMEMBER SERVICE	1685	10,016.49
11/12/2019	76509	DELAWARE DIVISION OF REVENUE	130	10,166.00
11/13/2019	76522	DELAWARE SOLID WASTE AUTHORITY	102	22,849.99
11/13/2019	76524	DEMEC, INC.	1077	27,514.00
11/13/2019	76530	GENERAL SALES ADMINISTRATION	2099	12,648.18
11/13/2019	76541	KCI TECHNOLOGIES, INC	2345	18,117.68
11/13/2019	76558	SOUTHERN STATES	40	12,898.95
11/13/2019	76568	WESCO RECEIVABLES CORP.	24	28,133.23
11/20/2019	76601	LIBORIO WATERGATE LLC	512	10,009.90
11/20/2019	76605	ERMCO	204	23,179.00
11/21/2019	76613	KENT COUNTY TREASURER	186	242,460.66
11/26/2019	76631	DAVIS, BOWEN & FRIEDEL, INC.	96	10,245.00
11/26/2019	76632	KCI TECHNOLOGIES, INC	2345	13,640.10
11/26/2019	76633	KUHN CONSTRUCTION COMPANY	1990	209,023.75
11/26/2019	76634	SOUTHERN CORROSION, INC	1636	11,475.00
11/26/2019	76635	UTILITY FINANCIAL SOLUTIONS, L	2065	20,132.50
11/26/2019	76672	STATE OF DELAWARE (GROUP HEALT	272	135,907.48
12/04/2019	76713	DRY ZONE, LLC	2410	26,945.25
12/04/2019	76737	WESCO RECEIVABLES CORP.	24	26,128.30
12/11/2019	76759	DELAWARE DIVISION OF REVENUE	130	50,780.00
12/11/2019	76760	DELAWARE SOLID WASTE AUTHORITY	102	20,300.56
12/11/2019	76773	GOLD GERSTEIN GROUP LLC	2427	50,454.27
12/11/2019	76785	KENT ECONOMIC PARTNERSHIP	2315	30,000.00
12/11/2019	76800	PENINSULA OIL & PROPANE	21	16,292.25
12/11/2019	76817	THOMPSON & SONS CONTRACTING, I	1941	10,650.00
12/11/2019	76821	VERMEER MID ATLANTIC, LLC	106	117,845.00
12/18/2019	76907	DEMEC, INC.	2292	14,632.00
12/18/2019	76910	ARI PHOENIX, INC	2418	60,461.00

CHECK DATE	CHECK NUMBER	VENDOR NAME	VENDOR #	CHECK AMOUNT
12/18/2019	76936	ROY'S ELECTRICAL SERVICE, INC.	233	12,009.61
12/18/2019	76938	SELECTIVE INSURANCE CO. OF AME	2000	59,017.46
12/18/2019	76948	WINNER FORD FLEET	511	28,899.00
12/20/2019	76955	KENT COUNTY TREASURER	186	197,710.56
12/26/2019	76967	BRS CONSULTING, INC	2431	42,954.25
12/26/2019	76975	KCI TECHNOLOGIES, INC	2345	11,134.96
12/27/2019	76992	HERTRICH FLEET SERVICES, INC.	1963	28,777.00
01/02/2020	77043	DAVIS, BOWEN & FRIEDEL, INC.	96	18,716.50
01/02/2020	77050	KUHN CONSTRUCTION COMPANY	1990	394,440.95
01/02/2020	77058	STATE OF DELAWARE (GROUP HEALT	272	130,501.16
01/08/2020	77081	AXON ENTERPRISE, INC.	770	26,880.00
01/09/2020	77137	DELAWARE DIVISION OF REVENUE	130	59,852.00
01/15/2020	77191	DELAWARE SOLID WASTE AUTHORITY	102	21,240.80
01/15/2020	77209	MAIN SYSTEM CAPITAL IMPR.FUNDS	453	171,157.20
01/15/2020	77212	MOORE AND RUTT, P.A.	665	14,237.90
01/15/2020	77215	PENINSULA OIL & PROPANE	21	16,805.10
01/15/2020	77233	WESCO RECEIVABLES CORP.	24	11,040.00
01/22/2020	77257	KENT COUNTY TREASURER	186	222,961.02
01/22/2020	77264	SOUTHERN CORROSION, INC	1636	13,398.66
01/23/2020	77267	KUHN CONSTRUCTION COMPANY	1990	146,908.00
01/29/2020	77297	ASPLUNDH TREE EXPERT CO.	17	10,266.40
01/29/2020	77320	HERTRICH FLEET SERVICES, INC.	1963	24,293.00
01/29/2020	77323	KENT COUNTY TREASURER	187	12,735.21
01/29/2020	77330	NVR INC / RYAN HOMES	409	10,613.98
01/29/2020	77338	STATE OF DELAWARE (GROUP HEALT	272	130,056.08
01/31/2020	77353	D.W. MASONRY, INC.	2413	11,980.00
02/05/2020	77376	DAVIS, BOWEN & FRIEDEL, INC.	96	18,570.00
02/05/2020	77411	WESCO RECEIVABLES CORP.	24	19,164.68
02/10/2020	77434	DELAWARE DIVISION OF REVENUE	130	40,573.00
02/12/2020	77455	DELAWARE SOLID WASTE AUTHORITY	102	23,850.63
02/19/2020	77526	A.C. SCHULTES OF DELAWARE, INC	4	11,500.00
02/19/2020	77548	PENINSULA OIL & PROPANE	21	15,702.64
02/20/2020	77557	JOSEPH T RICHARDSON INC	2359	46,550.00
02/21/2020	77559	DOWNTOWN MILFORD, INC	987	30,000.00
02/21/2020	77560	KENT COUNTY TREASURER	186	197,019.12
02/26/2020	77598	STATE OF DELAWARE (GROUP HEALT	272	131,343.42
02/26/2020	77605	WESCO RECEIVABLES CORP.	24	14,881.38
03/04/2020	77631	KOPPERS UTILITY AND INDUSTRIAL	111	11,083.00
03/04/2020	77657	KCI TECHNOLOGIES, INC	2345	16,788.77
03/04/2020	77660	MOORE AND RUTT, P.A.	665	12,202.45
03/04/2020	77668	STRATEGIC INSURANCE PARTNERS	1993	15,425.32
03/05/2020	77674	DEMEC, INC.	1077	22,328.50
03/11/2020	77699	CAPITAL ONE BANK	1905	18,066.10
03/11/2020	77704	DAVIS, BOWEN & FRIEDEL, INC.	96	17,290.00
03/11/2020	77705	DELAWARE DIVISION OF REVENUE	130	38,362.00
03/11/2020	77715	KCI TECHNOLOGIES, INC	2345	32,536.15
03/11/2020	77723	MITTEN CONSTRUCTION CO.	2091	21,810.60
03/11/2020	77754	CARDMEMBER SERVICE	1685	10,882.61
03/12/2020	77756	MITTEN CONSTRUCTION CO.	2091	56,898.90
03/18/2020	77771	BRS CONSULTING, INC	2431	40,123.25
03/18/2020	77782	DELAWARE SOLID WASTE AUTHORITY	102	19,079.38

PREPARED 06/26/2020, 13:04:05
 PROGRAM: GM350L
 CITY OF MILFORD

A/P CHECKS BY PERIOD AND YEAR
 MINIMUM AMOUNT: 10,000.00
 FROM 07/01/2019 TO 06/26/2020

PAGE 4

BANK CODE 00

CHECK DATE	CHECK NUMBER	VENDOR NAME	VENDOR #	CHECK AMOUNT
03/18/2020	77802	KENT COUNTY TREASURER	186	185,055.66
03/18/2020	77816	QUALITY EXTERIORS, INC	2316	15,707.00
03/18/2020	77820	SELECTIVE INSURANCE CO. OF AME	2000	60,227.79
03/18/2020	77830	UTILITY FINANCIAL SOLUTIONS, L	2065	17,367.50
03/25/2020	77914	ASELUNDH TREE EXPERT CO.	17	18,828.34
03/25/2020	77921	EDIS COMPANY	2411	13,350.00
03/25/2020	77924	JOSEPH R. SMITH, INC	394	15,300.00
03/25/2020	77925	KCI TECHNOLOGIES, INC	2345	21,997.76
03/25/2020	77931	WESCO RECEIVABLES CORP.	24	15,470.42
03/26/2020	77941	STATE OF DELAWARE (GROUP HEALT	272	132,262.64
04/02/2020	77976	CAPITAL ONE BANK	1905	14,412.42
04/02/2020	77983	EASTERN LIPT TRUCK CO, INC	2250	73,826.60
04/02/2020	77996	CARLISLE FIRE CO	114	104,000.00
04/08/2020	78015	ASPLUNDH TREE EXPERT CO.	17	15,651.93
04/08/2020	78031	MAIN SYSTEM CAPITAL IMPR.FUNDS	453	155,694.40
04/08/2020	78035	MITTEN CONSTRUCTION CO.	2091	90,796.50
04/09/2020	78062	DELAWARE DIVISION OF REVENUE	130	37,008.00
04/15/2020	78072	A. C. SCHULTES OF DELAWARE, INC	4	14,779.00
04/15/2020	78076	KOPPERS UTILITY AND INDUSTRIAL	111	11,765.00
04/15/2020	78083	DELAWARE SOLID WASTE AUTHORITY	102	21,464.62
04/15/2020	78110	SUPERION, LLC	63	95,349.25
04/15/2020	78111	TEAL CONSTRUCTION	1621	123,643.64
04/23/2020	78137	DE UNEMPLOYMENT COMPENSATION	556	25,576.87
04/23/2020	78148	I. G. BURTON & CO., INC.	83	73,962.00
04/23/2020	78149	JERRY'S INC.	177	15,735.00
04/23/2020	78150	KENT COUNTY TREASURER	186	235,481.76
04/23/2020	78157	TEAL CONSTRUCTION	1621	170,215.23
04/23/2020	78167	KUHN CONSTRUCTION COMPANY	1990	162,222.00
04/29/2020	78194	DAVID A. BEAMBLE, INC	2463	236,613.43
04/29/2020	78196	DAVIS, BOWEN & FRIEDEL, INC.	96	11,542.00
04/29/2020	78202			
04/29/2020	78203	KENT COUNTY TREASURER	187	12,735.21
04/29/2020	78211	SCHMITTINGER & RODRIGUEZ, P.A.	2466	47,132.02
04/29/2020	78213	STATE OF DELAWARE (GROUP HEALT	272	128,876.12
05/06/2020	78232	BELTWAY INTERNATIONAL	2173	147,838.62
05/06/2020	78240	DAVIS, BOWEN & FRIEDEL, INC.	96	11,777.50
05/06/2020	78252	COYNE CHEMICAL	1141	10,993.00
05/06/2020	78277	ERMCO	204	18,910.00
05/13/2020	78324	DELAWARE DIVISION OF REVENUE	130	35,346.00
05/13/2020	78325	DELAWARE SOLID WASTE AUTHORITY	102	26,342.09
05/13/2020	78329	EDIS COMPANY	2411	23,127.00
05/13/2020	78346	SOUTHERN CORROSION, INC	1636	13,398.66
05/20/2020	78382	NATIONAL AUTO FLEET GROUP	2367	21,381.00
05/21/2020	78395	KENT COUNTY TREASURER	186	178,316.70
05/27/2020	78422	NVR INC / RYAN HOMES	409	37,837.54
05/27/2020	78424	STATE OF DELAWARE (GROUP HEALT	272	131,048.64
05/27/2020	78426	TEAL CONSTRUCTION	1621	174,765.60
06/03/2020	78469	MID-ATLANTIC WASTE SYSTEMS	65	354,220.40
06/10/2020	78506	ASPLUNDH TREE EXPERT CO.	17	12,262.37
06/10/2020	78529	JWC ENVIRONMENTAL, INC	1350	17,558.87
06/11/2020	78565	CARLISLE FIRE CO.	114	140,000.00

PREPARED 06/26/2020, 13:04:05
PROGRAM: GM350L
CITY OF MILFORD

A/P CHECKS BY PERIOD AND YEAR
MINIMUM AMOUNT: 10,000.00
FROM 07/01/2019 TO 06/26/2020

PAGE 5

BANK CODE 00

CHECK DATE	CHECK NUMBER	VENDOR NAME	VENDOR #	CHECK AMOUNT
06/11/2020	78566	DELAWARE DIVISION OF REVENUE	130	32,839.00
06/11/2020	78567	MITTEN CONSTRUCTION CO.	2091	50,672.70
06/11/2020	78568	MITTEN CONSTRUCTION CO.	2091	33,688.80
06/17/2020	78589	ADVANCED REHABILITATION TECHNO	2476	10,350.00
06/17/2020	78602	DELAWARE SOLID WASTE AUTHORITY	102	24,795.69
06/17/2020	78617	KCI TECHNOLOGIES, INC	2345	10,044.88
06/17/2020	78618	KCI TECHNOLOGIES, INC	2345	17,075.68
06/17/2020	78628	PENINSULA OIL & PROPANE	21	10,747.67
06/24/2020	78699	KENT COUNTY TREASURER	186	188,600.58
DATE RANGE TOTAL *				12,374,947.25 *

City of Milford



RESOLUTION 2020-21

AUTHORIZING SIGNATURES, INCLUDING ELECTRONIC SIGNATURES, FOR CITY OF MILFORD CHECKS

- WHEREAS**, the City of Milford (the “City”) Charter states that the Mayor or his/her designee shall countersign all orders, checks, and warrants authorized by Council; and
- WHEREAS**, the City of Milford Charter further states that the Finance Director shall pay out monies upon checks signed by two members of either Mayor and City Council or their designee; and
- WHEREAS**, a Resolution is required to designate certain positions be authorized to sign checks on behalf of the City of Milford accounts; and
- WHEREAS**, since 2001, the City has recognized electronic signatures as having the same force and effect as handwritten signatures unless otherwise provided by law or other regulation; and
- WHEREAS**, the City may accept the submission of, and signature upon, any document electronically so long as the City has reasonable assurance that the means and methods used ensure the integrity, authenticity, and non-repudiation of the signature or document received; and
- WHEREAS**, the use of electronic records and electronic signatures can significantly reduce costs, simplify transactions, and speed up transaction time.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF MILFORD, DELAWARE, AS FOLLOWS:

- Section 1. All authorized checks issued shall have the electronic signatures of the Mayor and Vice Mayor.
- Section 2. The City Council finds it to be in the public interest to allow the use of electronic signatures for City business to the fullest extent allowed by law.
- Section 3. The Finance Director shall submit to the Mayor and Vice Mayor a weekly report, displaying all checks to be issued by the City in an amount over \$10,000, for their review and approval.
- Section 4. Such authority shall remain in force until revoked by a future Resolution adopted by City Council.
- Section 5. Any prior authorizations not consistent with the positions as stated in this Resolution, are hereby rescinded.
- Section 6. Duly adopted this 13th day of July 2020, by the City of Milford, in lawful session duly assembled.

BE IT FURTHER RESOLVED, that a copy of this Resolution be kept on file at the City of Milford Finance Department.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Milford to be affixed this 13th day of July, 2020.

Mayor Arthur J. Campbell

Attest:

City Clerk Teresa K. Hudson



Axon Enterprise, Inc.
17800 N 85th St.
Scottsdale, Arizona 85255
United States
Phone: (800) 978-2737

SALES REPRESENTATIVE

Lindsey McElroy
Phone: 480-502-6200
Email: lmcelroy@axon.com
Fax:

PRIMARY CONTACT

Gary Bailey
Phone: (302) 422-8081
Email: gary.bailey@cj.state.de.us

SHIP TO

Gary Bailey
Milford Police Dept. - DE
400 NE. FRONT ST.
Milford, DE 19963
US

BILL TO

Milford Police Dept. - DE
400 NE. FRONT ST.
Milford, DE 19963
US

Year 1

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Axon Plans & Packages						
73683	10 GB EVIDENCE.COM A-LA-CART STORAGE	60	29	0.00	0.00	0.00
73840	EVIDENCE.COM BASIC ACCESS LICENSE	60	29	0.00	0.00	0.00
73683	10 GB EVIDENCE.COM A-LA-CART STORAGE	60	21	0.00	0.00	0.00
73746	PROFESSIONAL EVIDENCE.COM LICENSE	60	7	0.00	0.00	0.00
73686	EVIDENCE.COM UNLIMITED AXON DEVICE STORAGE	60	32	0.00	0.00	0.00
Hardware						
70033	WALL MOUNT BRACKET, ASSY, EVIDENCE.COM DOCK		1	43.90	0.00	0.00
74210	AXON BODY 3 - 8 BAY DOCK		1	1,495.00	0.00	0.00
87063	TECH ASSURANCE PLAN BODY 3 CAMERA PAYMENT	12	32	336.00	0.00	0.00
87062	TECH ASSURANCE PLAN 8-BAY BODY 3 DOCK PAYMENT	12	4	354.00	354.00	1,416.00
Other						
71019	NORTH AMER POWER CORD FOR AB3 8-BAY, AB2 1-BAY / 6-BAY DOCK		1	0.00	0.00	0.00
73828	AB3 8 BAY DOCK TAP WARRANTY	60	4	0.00	0.00	0.00
73841	EVIDENCE.COM BASIC LICENSE PAYMENT	12	29	180.00	0.00	0.00

Year 1 (Continued)

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Other (Continued)						
73837	EVIDENCE.COM PROFESSIONAL LICENSE PAYMENT	12	7	468.00	0.00	0.00
73830	EVIDENCE.COM UNLIMITED AXON DEVICE STORAGE PAYMENT	12	32	288.00	94.21	3,014.72
					Subtotal	4,430.72
					Estimated Shipping	0.00
					Estimated Tax	0.00
					Total	4,430.72

Year 1 TAP Refresh

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Hardware						
73202	AXON BODY 3 - NA10		33	699.00	0.00	0.00
74210	AXON BODY 3 - 8 BAY DOCK		3	1,495.00	0.00	0.00
70033	WALL MOUNT BRACKET, ASSY, EVIDENCE.COM DOCK		3	43.90	0.00	0.00
11534	USB-C to USB-A CABLE FOR AB3 OR FLEX 2		33	0.00	0.00	0.00
74028	WING CLIP MOUNT, AXON RAPIDLOCK		38	0.00	0.00	0.00
Other						
71019	NORTH AMER POWER CORD FOR AB3 8-BAY, AB2 1-BAY / 6-BAY DOCK		3	0.00	0.00	0.00
73827	AB3 CAMERA TAP WARRANTY	60	32	0.00	0.00	0.00
					Subtotal	0.00
					Estimated Tax	0.00
					Total	0.00

Year 1 - Fleet

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Axon Plans & Packages						
80216	FLEET 2 UNLIMITED 60 PAYMENT		13	1,188.00	950.40	12,355.20
Hardware						
71088	AXON FLEET 2 KIT		13	1,560.00	0.00	0.00
80181	EXTENDED WARRANTY, 4 YEAR, FLEET 2 KIT		13	0.00	0.00	0.00
80214	FLEET EVIDENCE.COM UNLIMITED STORAGE	60	13	0.00	0.00	0.00

Year 1 - Fleet (Continued)

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Other						
87050	FLEET VIEW XL ACCESS LICENSE	60	13	0.00	0.00	0.00
					Subtotal	12,355.20
					Estimated Tax	0.00
					Total	12,355.20

Spares

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Hardware						
73202	AXON BODY 3 - NA10		1	699.00	0.00	0.00
71026	MAGNET MOUNT, FLEXIBLE REINFORCED, RAPIDLOCK		1	0.00	0.00	0.00
11534	USB-C to USB-A CABLE FOR AB3 OR FLEX 2		1	0.00	0.00	0.00
87063	TECH ASSURANCE PLAN BODY 3 CAMERA PAYMENT	60	1	1,680.00	0.00	0.00
Other						
73827	AB3 CAMERA TAP WARRANTY	60	1	0.00	0.00	0.00
73309	AXON BODY CAMERA REFRESH ONE		1	0.00	0.00	0.00
					Subtotal	0.00
					Estimated Tax	0.00
					Total	0.00

Year 2

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Axon Plans & Packages						
80216	FLEET 2 UNLIMITED 60 PAYMENT		13	1,188.00	1,069.20	13,899.60
Hardware						
87063	TECH ASSURANCE PLAN BODY 3 CAMERA PAYMENT	12	32	336.00	336.00	10,752.00
87062	TECH ASSURANCE PLAN 8-BAY BODY 3 DOCK PAYMENT	12	4	354.00	354.00	1,416.00
Other						
73841	EVIDENCE.COM BASIC LICENSE PAYMENT	12	29	180.00	180.00	5,220.00
73837	EVIDENCE.COM PROFESSIONAL LICENSE PAYMENT	12	7	468.00	468.00	3,276.00

Year 2 (Continued)

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Other (Continued)						
73830	EVIDENCE.COM UNLIMITED AXON DEVICE STORAGE PAYMENT	12	32	288.00	288.00	9,216.00
					Subtotal	43,779.60
					Estimated Tax	0.00
					Total	43,779.60

Year 3

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Axon Plans & Packages						
80216	FLEET 2 UNLIMITED 60 PAYMENT		13	1,188.00	1,069.20	13,899.60
Hardware						
87063	TECH ASSURANCE PLAN BODY 3 CAMERA PAYMENT	12	32	336.00	336.00	10,752.00
87062	TECH ASSURANCE PLAN 8-BAY BODY 3 DOCK PAYMENT	12	4	354.00	354.00	1,416.00
Other						
73309	AXON BODY CAMERA REFRESH ONE		32	0.00	0.00	0.00
73689	MULTI-BAY BWC DOCK MID REFRESH		4	0.00	0.00	0.00
73841	EVIDENCE.COM BASIC LICENSE PAYMENT	12	29	180.00	180.00	5,220.00
73837	EVIDENCE.COM PROFESSIONAL LICENSE PAYMENT	12	7	468.00	468.00	3,276.00
73830	EVIDENCE.COM UNLIMITED AXON DEVICE STORAGE PAYMENT	12	32	288.00	288.00	9,216.00
					Subtotal	43,779.60
					Estimated Tax	0.00
					Total	43,779.60

Year 4

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Axon Plans & Packages						
80216	FLEET 2 UNLIMITED 60 PAYMENT		13	1,188.00	1,069.20	13,899.60
Hardware						
87063	TECH ASSURANCE PLAN BODY 3 CAMERA PAYMENT	12	32	336.00	336.00	10,752.00
87062	TECH ASSURANCE PLAN 8-BAY BODY 3 DOCK PAYMENT	12	4	354.00	354.00	1,416.00

Year 4 (Continued)

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Other						
73841	EVIDENCE.COM BASIC LICENSE PAYMENT	12	29	180.00	180.00	5,220.00
73837	EVIDENCE.COM PROFESSIONAL LICENSE PAYMENT	12	7	468.00	468.00	3,276.00
73830	EVIDENCE.COM UNLIMITED AXON DEVICE STORAGE PAYMENT	12	32	288.00	288.00	9,216.00
					Subtotal	43,779.60
					Estimated Tax	0.00
					Total	43,779.60

Year 5

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Axon Plans & Packages						
80216	FLEET 2 UNLIMITED 60 PAYMENT		13	1,188.00	1,069.20	13,899.60
Hardware						
87063	TECH ASSURANCE PLAN BODY 3 CAMERA PAYMENT	12	32	336.00	336.00	10,752.00
87062	TECH ASSURANCE PLAN 8-BAY BODY 3 DOCK PAYMENT	12	4	354.00	354.00	1,416.00
Other						
73310	AXON BODY CAMERA REFRESH TWO		32	0.00	0.00	0.00
73688	MULTI-BAY BWC DOCK FINAL REFRESH		4	0.00	0.00	0.00
73841	EVIDENCE.COM BASIC LICENSE PAYMENT	12	29	180.00	180.00	5,220.00
73837	EVIDENCE.COM PROFESSIONAL LICENSE PAYMENT	12	7	468.00	468.00	3,276.00
73830	EVIDENCE.COM UNLIMITED AXON DEVICE STORAGE PAYMENT	12	32	288.00	288.00	9,216.00
					Subtotal	43,779.60
					Estimated Tax	0.00
					Total	43,779.60
Grand Total						191,904.32

Discounts (USD)

Quote Expiration: 07/15/2020

List Amount	278,501.60
Discounts	86,597.28
Total	191,904.32

**Total excludes applicable taxes*

Summary of Payments

Payment	Amount (USD)
Year 1	4,430.72
Year 1 TAP Refresh	0.00
Year 1 - Fleet	12,355.20
Spares	0.00
Year 2	43,779.60
Year 3	43,779.60
Year 4	43,779.60
Year 5	43,779.60
Grand Total	191,904.32

Notes

Agency has existing contract #00009055 (originated via Q-224378) and contract #00013677 (originated via Q-130863) and is terminating that contract upon the new license start date (8/15/2020) of this quote.

The parties agree that Axon is granting a refund of \$25,449.38 (applied to Year 1 licenses) to refund paid, but undelivered services. This discount is based on a ship date range of 7/16/2020-7/31/2020, resulting in an 8/15/2020 license date. Any change in this date and resulting license start date will result in modification of this discount value which may result in additional fees due to or from Axon.

Axon BWC hardware contained in this quote is at zero cost as a TAP refresh of contract #00009055. The parties agree that all TAP obligations of contract #00009055 have been fulfilled.

Tax is subject to change at order processing with valid exemption.

Axon's Sales Terms and Conditions

This Quote is limited to and conditional upon your acceptance of the provisions set forth herein and Axon's Master Services and Purchasing Agreement (posted at www.axon.com/legal/sales-terms-and-conditions), as well as the attached Statement of Work (SOW) for Axon Fleet and/or Axon Interview Room purchase, if applicable. Any purchase order issued in response to this Quote is subject solely to the above referenced terms and conditions. By signing below, you represent that you are lawfully able to enter into contracts. If you are signing on behalf of an entity (including but not limited to the company, municipality, or government agency for whom you work), you represent to Axon that you have legal authority to bind that entity. If you do not have this authority, please do not sign this Quote.

Signature: _____	Date: _____
Name (Print): _____	Title: _____
PO# (Or write N/A): _____	

Please sign and email to Lindsey McElroy at lmcelroy@axon.com or fax to

Thank you for being a valued Axon customer. For your convenience on your next order, please check out our online store buy.axon.com

The trademarks referenced above are the property of their respective owners.

Axon Internal Use Only

		SFDC Contract #:
		Order Type:
		RMA #:
		Address Used:
		SO #:
Review 1	Review 2	
Comments:		

**CITY OF MILFORD
RESOLUTION 2020-22
PUBLIC WORKS DEPARTMENT FEE SCHEDULE**

Now, Therefore, be it Resolved by the City of Milford:

STREETS AND UTILITIES DIVISION FEES	
<i>Description</i>	<i>Fee Per Hour</i>
Labor Rate	\$68.50 \$70.19
Pick-Up Truck	\$20.00
Service Truck	\$25.00
Backhoe	\$30.00
Excavator	\$20.00
Jetter/Vac	\$100.00
Loader	\$45.00
Jetter/Vac Trailer*	\$45.00
Sweeper Truck	\$75.00
Dump Truck	\$55.00
Chipper*	\$35.00

ELECTRIC DIVISION FEES	
<i>Description</i>	<i>Fee Per Hour</i>
Labor Rate	\$75.50 \$79.37
Pick-Up Truck	\$20.00
Service Truck	\$25.00
Bucket Truck	\$55.00
Digger Derrick	\$65.00
Trencher*	\$55.00
Chipper*	\$35.00

ENGINEERING DIVISION FEES	
<i>Description</i>	<i>Fee Per Hour</i>
Labor Rate -Engineer	\$68.00 \$61.87
Labor Rate -Engineering Tech*	\$61.50 \$40.87

*Includes Pick-Up Truck to transport.

Adopted: July 13, 2020
Effective: July 13, 2020

Mayor Arthur J. Campbell

Attest:

City Clerk Teresa K. Hudson

Sent: Tuesday, June 2, 2020 4:46 PM

Application for Boards and Commissions

Applications for Boards and Commissions are always accepted. Should a vacancy occur, the City will review all applications on file.

Which Board or Commission are you applying for? Planning Commission

Applicant Name: Shelby Nash DiCostanzo

Street Address: 310 Matthews Circle

City, State, Zip:
Milford, DE 19963

Home Phone Number: [REDACTED]

Personal Phone Number: [REDACTED]

Email Address: mrsd19963@gmail.com

How long have you been a resident of Milford? 45 years

Are you registered to vote in the City of Milford? Yes

Are you a plot owner in the Milford Community Cemetery? No

Occupation and Employer: Teacher at Indian River School District

Describe any special knowledge, education, experience, qualities or talents you have that are relevant to the Board or Commission on which you are interested in serving: I am an active member of the community and have watched Milford grow so much since I was a child. I have a Masters of Education. In my 20s I worked for a local surveying company and was a personal assistant to Charles D Murphy, Jr. As a result, I have knowledge of local history and expansion.

Community and/or civic groups of which you are a member: I am not a member of any civic groups however, I have volunteered for many community events such as the Downtown Farmers Market, the inaugural Ladybug festival, Brewgrass festivals and Bug and Bud festivals.

Please describe why you wish to serve on this Board or Commission: As our community grows, I am interested in being a part of the conversation about how we grow and at what pace. I want to see our community flourish responsibly without redundancy.

Do you, your spouse or any immediate family members have any potential conflicts of interest (personal or financial) that could require you to recuse yourself from votes of the board/commission for which you are applying? No

If yes, please describe: I do not think this is a conflict however, my father is a PLS.

Thank you for your willingness to serve the City of Milford! Please be aware of the time commitment for the Board or Commission you are interested in serving on by reviewing the below information.

Board of Adjustment [Additional Information](#)

Board of Appeals [Additional Information](#)

Parks and Recreation Advisory Board [Additional Information](#)

Planning Commission [Additional Information](#)

By submitting this form, you certify the information contained is true and correct.

Email not displaying correctly? [View it in your browser.](#)

Application for Boards and Commissions

Applications for Boards and Commissions are always accepted. Should a vacancy occur, the City will review all applications on file.

Which Board or Commission are you applying for? Planning Commission

Applicant Name: Kathryn Stetson

Street Address: 147 Hickory Branch Ct.

City, State, Zip:
Milford, DE 19963

Home Phone Number: 3024914257

Personal Phone Number: 206-851-4336

Email Address: [REDACTED]

How long have you been a resident of Milford? 4 years

Are you registered to vote in the City of Milford? Yes

Are you a plot owner in the Milford Community Cemetery? No

Occupation and Employer: Retired - Formerly Code Enforcement Officer, City of Tukwila, WA

Describe any special knowledge, education, experience, qualities or talents you have that are relevant to the Board or Commission on which you are interested in serving: Before retiring in 2016 I was a Code Enforcement Officer for the City of Tukwila WA for 15 years in the Planning and Building Department. Prior to that I served as a Planning Commissioner for Tukwila for 7 years. I am well-versed in City operations, Planning department functions, Zoning/Building codes, Comp Plans and general municipal codes. As a Planning Commissioner, I helped with the adoption of the City's Comprehensive Plan as well as helping render decisions on projects coming before the Commission and the Board of Architectural Review. I served for a year as the Chair of the

PC. I am very familiar with the protocol of public hearings, both as a commissioner and as a Code Enforcement Officer presenting new ordinances to Council. I worked closely with the Planners to understand and implement the vision of the City as laid out in the Comprehensive Plan.

Community and/or civic groups of which you are a member:

Mispiration Art League

Please describe why you wish to serve on this Board or Commission:

Planning is near and dear to my heart. Good planning results in good communities - vibrant, functional, serving the needs of both citizens and commercial entities. I enjoy seeing the results of careful consideration of all aspects of the built environment. Good planning/zoning results in communities that flourish and grow and are more stable.

Do you, your spouse or any immediate family members have any potential conflicts of interest (personal or financial) that could require you to recuse yourself from votes of the board/commission for which you are applying?

No

If yes, please describe:

Field not completed.

Thank you for your willingness to serve the City of Milford! Please be aware of the time commitment for the Board or Commission you are interested in serving on by reviewing the below information.

Board of Adjustment

[Additional Information](#)

Board of Appeals

[Additional Information](#)

Parks and Recreation Advisory Board

[Additional Information](#)

Planning Commission

[Additional Information](#)

By submitting this form, you certify the information contained is true and correct.

R & R COMMERCIAL REALTY
46 S. State Street, Dover, DE 19901
(302) 674-3400 fax: (302) 674-8479

LISTING AGREEMENT
EXCLUSIVE AND SOLE RIGHT TO SELL

EXCLUSIVE RIGHT TO SELL. In consideration of the acceptance by the undersigned licensed Delaware real estate broker (hereinafter "Broker") of the terms of this Contract and Broker's promise to endeavor to effect a sale of the property described below (hereinafter "Property"), I or we, as owner(s) (hereinafter "Seller") employ and grant Broker the exclusive and irrevocable right commencing on 7/8/2020, and expiring at midnight on 7/7/2021 to sell the Property described herein.

PROPERTY. For purposes of this Contract, the "Property" means the real property in Kent or Sussex County, Delaware described below plus all fixtures and improvements thereon and all appurtenances incident thereto.

DESCRIPTION. All that certain property located at Independence Commons Professional Park and Greater Milford Business Complex, Milford, DE more particularly described below:

Independence Commons Professional Park:

Lot 4 consisting of 11.52 +/- acres with a listing price of \$460,000 and
Lot 5 consisting of 1.00 +/- acres with a listing price of \$100,000
Lot 7 consisting of 1.01 +/- acres with a listing price of \$100,000
Lot 8 consisting of 1.00 +/- acres with a listing price of \$100,000
Lot 9 consisting of 1.00 +/- acres with a listing price of \$100,000
Lot 10 consisting of 1.00 +/- acres with a listing price of \$100,000
Lot 11 consisting of 1.00 +/- acres with a listing price of \$100,000
Lot 16 consisting of 3.00 +/- acres with a listing price of \$270,000
Lot 18 consisting of 1.69 +/- acres with a listing price of \$100,000

Greater Milford Business Complex:

Lot D4 consisting of 1.40 +/- acres with a listing price of \$125,000

Additional properties may be included during the term of this agreement by mutual consent of both parties and at an agreed upon price.

PRICE. The listing price shall be as listed above for each individual lot or such other price as may be accepted or authorized by the Seller during the term of this Listing Agreement, or any extension thereof.

COMPENSATION TO BROKER. If Broker produces a ready, willing and able Buyer in accordance with this Contract, or if a sale of the Property is made by Seller through any other agent, or otherwise, during the term of this exclusive listing, for services rendered, Seller agrees to pay Broker a cash commission of Six (6%) percent of the gross consideration for which the Property is sold. In the event that the property is sold by R&R Commercial Realty Inc, commissions shall be reduced to Five (5%) percent of the gross consideration for which the Property is sold.

If within six (6) months after the expiration of this Contract, or any extension thereof, a lease is made by Lessor to any person, anyone, or company, with whom the Broker or undersigned had negotiated during the listing term, then the said commission shall be due and payable to Broker.

Seller agrees not to execute any other listing agreement with any other brokerage during the term of this Listing Agreement. This Contract can be modified only by writing signed by both Broker and Seller.

MARKETING, PROMOTION AND SIGNAGE. Exclusive and unrestricted privilege is hereby granted Broker to place Broker's sign (s) on the Property advertising the Property for sale.

The Broker agrees to market and promote Seller's properties on websites, listing services, social media and to utilize other media and advertising that the Seller and Broker agree are necessary. The Broker agrees to pay for any and all marketing, promoting and advertising that the Seller authorizes. The undersigned understands that he/she is responsible for any and all marketing expenses incurred by Broker during the listing term if this Listing Agreement is canceled for cause within the first one hundred eighty (180) days of the said listing term, unless cancellation for cause is due to inadequate marketing and promotion.

MLS. The Seller authorizes Broker to submit the Property to any multiple listing service in which Broker is a participant, and to accept the cooperation of other brokers to show the Property to prospective Buyers.

ROLE OF BROKER. Seller acknowledges that Broker is not responsible for the custody or condition of the Property or for its management, maintenance, upkeep, or repair.

Broker agrees to submit any and all written offers by prospective Buyers to the Seller. Broker is under no obligation to submit verbal offers. Broker shall not be required to submit written offers once Seller has accepted and executed a bona fide Agreement of Sale.

COOPERATION BY SELLER. Seller agrees to make available to Broker and prospective Buyers all data, records and documents pertaining to the Property. Seller agrees to comply with all applicable federal, state, county, or municipal fair housing and civil rights legislation in the sale of the Property and further agrees specifically not to discriminate against any person because of race, color, creed, sex, religion, age, marital status, national origin, or handicap.

The Seller hereby covenants that he/she has disclosed any and all defects of any part of the Property to Broker and has made no deliberate misrepresentations as to the condition of any part of the Property.

INDEMNIFICATION. Seller agrees to indemnify and hold Broker, all Boards of Realtors, and all other cooperating brokers harmless against any and all claims, liability, damage or loss arising from any misrepresentation or breach of warranty by Seller in this Contract, any incorrect information supplied by Seller and any facts concerning the Property not disclosed by Seller, including without limitation, any facts known to Seller relating to adverse conditions or latent defects.

The undersigned hereby covenants that he/she is empowered to execute this Contract binding the Seller to the terms of this Listing Contract. Further, the undersigned hereby covenants that he/she is empowered to execute a Lease Agreement for the Property binding the Seller to the ultimate terms of a Lease Agreement. In the event any changes are made by Seller to the individuals empowered by Seller to execute an Agreement of Sale binding the Seller to the terms of a Lease Agreement, Seller agrees to notify Broker in writing of said change.

Signed, sealed and delivered in the presence of:

R & R COMMERCIAL REALTY, INC

Attest

By: Charles C. Rodriguez, Broker

Sworn to and subscribed before me this ____ day of _____, 2020.

Notary Public

Date Commission Expires

City of Milford

Attest/City Clerk

By: Mayor Arthur L. Campbell

Sworn to and subscribed before me this ____ day of _____, 2020.

Notary Public

Date Commission Expires

Plan Review/Inspection Agreement

THIS AGREEMENT, made this _____ day of _____, 2020, by and between the **CITY OF MILFORD**, a political subdivision of the State of Delaware, (Hereinafter referred to as “City”) and **FIRST STATE INSPECTION AGENCY, INC.** (Hereinafter referred to as “FSIA”).

WHEREAS, the parties desire to establish a relationship with respect to plan reviews and inspections of permitted construction in the City of Milford and establish certain aspects of their relationship.

NOW THEREFORE, in consideration of the mutual promises contained herein, and other good and valuable consideration, the parties agree as follows:

1. FSIA shall conduct plan reviews, prior to the issuance of a permit. Alterations or modifications to approved plans will constitute additional review fees.
2. FSIA shall conduct building inspections to meet the requirements of the IRC and IBC Building codes as adopted by the City, including any amendments thereto.
3. FSIA shall conduct on-site inspections, consisting of footing, foundation, framing, energy, and final inspections.
4. FSIA shall maintain written records of on-site inspections until final inspections have been completed, at which time the City will be notified of the Final inspection and a copy of all inspection records will be forward to the City.
5. All inspection requests shall be to the FSIA office.
6. FSIA shall provide technical advice and information, as requested by the City.
7. The City agrees to pay FSIA pursuant to the fee schedule attached hereto. FSIA shall bill the City: upon approval of construction drawings for the cost of plan review; upon the first inspection for half of the cost of inspection; and upon final inspection for the remaining cost of inspection. Payment is due 30 days after receipt of invoice.
9. FSIA shall, during the entire term hereof, and any extension thereof, keep in full force and effect, a policy of general liability insurance with respect to its obligations under this agreement, which is approved by the City and in which the limits of liability shall not be less than one million (\$1,000,000.00) for each accident or occurrence. FSIA also agrees to maintain an Errors and Omissions Policy approved by the City, and in which the limits of liability shall be not less than one million (\$1,000,000.00). FSIA shall furnish the City with the certificate or certificates of insurance or other acceptable evidence that such insurance is in full force at all times during the term hereof.
10. This agreement shall remain in effect for a period of One (1) Year at the same fee schedule, with the option of an additional One (1) Year with a review of the services provided and the fee schedule at that time, to determine the necessity of a possible increase of fees. This agreement will commence July 1, 2020, and end June 30, 2021, provided,

however, that the City shall have the sole option to terminate this contract after One (1) Year, by providing FSIA written notice at least 30 days prior to termination.

IN WITNESS THEREOF:

Signed, sealed and delivered in the presence of:

FIRST STATE INSPECTION AGENCY, INC.

Attest

Printed Name: _____ (SEAL)
Title: _____

Sworn to and subscribed before me this ____ day of _____, 2020.

Notary Public

Date Commission Expires

CITY OF MILFORD

Attest/City Clerk

By: Mayor Arthur J. Campbell (SEAL)

Sworn to and subscribed before me this ____ day of _____, 2020.

Notary Public

Date Commission Expires

First State Inspection Agency, Inc.

Inspection Fee Schedule

BUILDING INSPECTIONS

All use groups other than R3 and R4

- New Construction and additions \$ 55.00 plus \$.25 per sq. ft. of
Gross Floor Area

**Gross Floor Area* is defined as the total square footage of all floors, within the perimeter of the outside walls, including basements, cellars, garages, roofed patios, breezeways, covered walkways and attics with floor to ceiling height of 6'6" or more.

- Alterations and Tenant Fit-out 2.5% of
construction cost
- Demolition \$ 40.00
- Signs \$ 40.00

Minimum fee \$ 40.00

One and Two Family Dwellings (use groups R3 and R4)

- Dwellings Unit \$ 225.00 (includes 5 inspections)
\$ 45.00 each additional inspection
 - Swimming pools \$ 80.00
 - Decks \$ 80.00
 - Minor Interior renovations (basement fit-out) \$ 100.00
 - Sunroom & Screen Porch \$ 100.00
 - Solar Inspection \$ 40.00
-

- Emergency After Hours Inspections \$ 80.00/hour
Minimum 1 hour

First State Inspection Agency, Inc.

Plan Review Fee Schedule

BUILDING

All use groups other than R3 and R4

- **New Construction (Fee based on *Gross Floor Area of construction)**

Up to and including 10,000 sq. ft. \$.045 per sq. ft.

Greater than 10,000 sq. ft. \$.03 per sq. ft.

**Gross Floor Area is defined as the total square footage of all floors, within the perimeter of the outside walls, including basements, cellars, garages, roofed patios, breezeways, covered walkways and attics with floor to ceiling height of 6'6" or more.*

- **Alterations**

1.5% of Construction Valuation up to \$20,000

0.5% of Valuation over \$20,000

One and Two Family Dwellings (use groups R3 and R4)

- **New Construction**

\$145.00 per dwelling unit includes building, plumbing, and mechanical

- **Alterations and Additions**

1.0% of the estimated cost of constructions

- Swimming pools \$ 20.00
 - Decks \$ 20.00
 - Minor Interior renovations (basement fit-out) \$ 20.00
 - Sunroom & Screen Porch \$ 40.00
 - Solar Plan Review \$ 20.00
-



DATA SHEET FOR LANDS OF JERRY EMBLETON

Planning Commission Meeting: July 21, 2020

Application Number / Name	:	20-016 / Lands of Jerry Embleton
Applicant	:	Jerry Embleton 903 Meadowbrook Lane Milford, DE 19963
Owner	:	Same
Application Type	:	Conditional Use
Present Comprehensive Plan Map Designation	:	Commercial
Present Zoning District	:	C-2 (Central Business District)
Present Use	:	Vacant
Proposed Use	:	Mixed Use – 1 st Floor Commercial, 2 nd Floor Apartment
Size and Location	:	0.121 +/- acres of land located along the west side of N. Washington Street between NE Front Street and NE Second Street.
Tax Map & Parcel	:	MD-16-183.10-3-57.01

ENC: Staff Analysis Report
Exhibit A – Location & Zoning Map
Exhibit B – Survey
Exhibit C – Architectural Renderings



STAFF REPORT
July 1, 2020

Application Number / Name	:	20-016 / Lands of Jerry Embleton
Present Comprehensive Plan Designation	:	Commercial
Present Zoning District	:	C-2 (Central Business District)
Present Use	:	Vacant
Proposed Use	:	Mixed Use – 1 st Floor Commercial, 2 nd Floor Apartment
Tax Map & Parcel	:	MD-16-183.10-03-57.01
Size and Location	:	0.121 +/- acres of land located along the west side of N. Washington Street between NE Front Street and NE Second Street.

I. BACKGROUND INFORMATION:

- The applicant proposes to construct a 28’ x 40’ two-story mixed use structure containing first floor commercial space and a single second story apartment as shown on the provided survey.
- The business portion of the project would be expected to have between 1-5 employees and operate on normal business hours (8:00 am to 5:00 pm).
- Chapter 230-13(C)(10) states “all dwellings other than single-family with a maximum density of 12 units per acre in conjunction with nonresidential use” may be permitted subject to receiving a conditional use permit by the City Council.

II. STAFF ANALYSIS:

Based on the information presented, the City of Milford Code, and the Comprehensive Plan, staff submits the following regarding the request for the Conditional Use:

- The proposal meets the minimum requirements of Chapter 230 Zoning and Subdivision of Land.
- Evaluation based on the criteria found under Chapter 230-48 Conditional Uses.

A. The presence of adjoining similar uses.

The Central Business District has several buildings with first floor commercial and residential units above. The proposed use would be similar to several other properties along Front Street and Walnut Street, and is consistent with the character of the neighborhood. The property to the north contains a bed and breakfast operation that has an accessory apartment. The property to the west contains a structure with three residential units. The property to the south contains a mixed use structure. The properties to the east, across N. Washington Street contain commercial uses.

B. An adjoining district in which the use is permitted.

The proposed mixed use structure is consistent with the purpose and intent of the C-2 Central Business District.

C. There is a need for the use in the area proposed as established by the Comprehensive Plan.

The Comprehensive Plan promotes mixed use development in the Central Business District. The combination of first floor commercial and second floor residential would be consistent with the Comprehensive Plan, the Downtown Master Plan, and the goals of the Downtown Development District Plan. The proposal would provide additional housing options in the downtown area.

D. There is sufficient area to screen the conditional use from adjacent different uses.

The property to the north contains a bed and breakfast operation with an accessory apartment. The property to the west contains three apartment units. The property to the south contains a mixed use structure. No screening is proposed between the adjacent similar uses.

E. The use will not detract from permitted uses in the district.

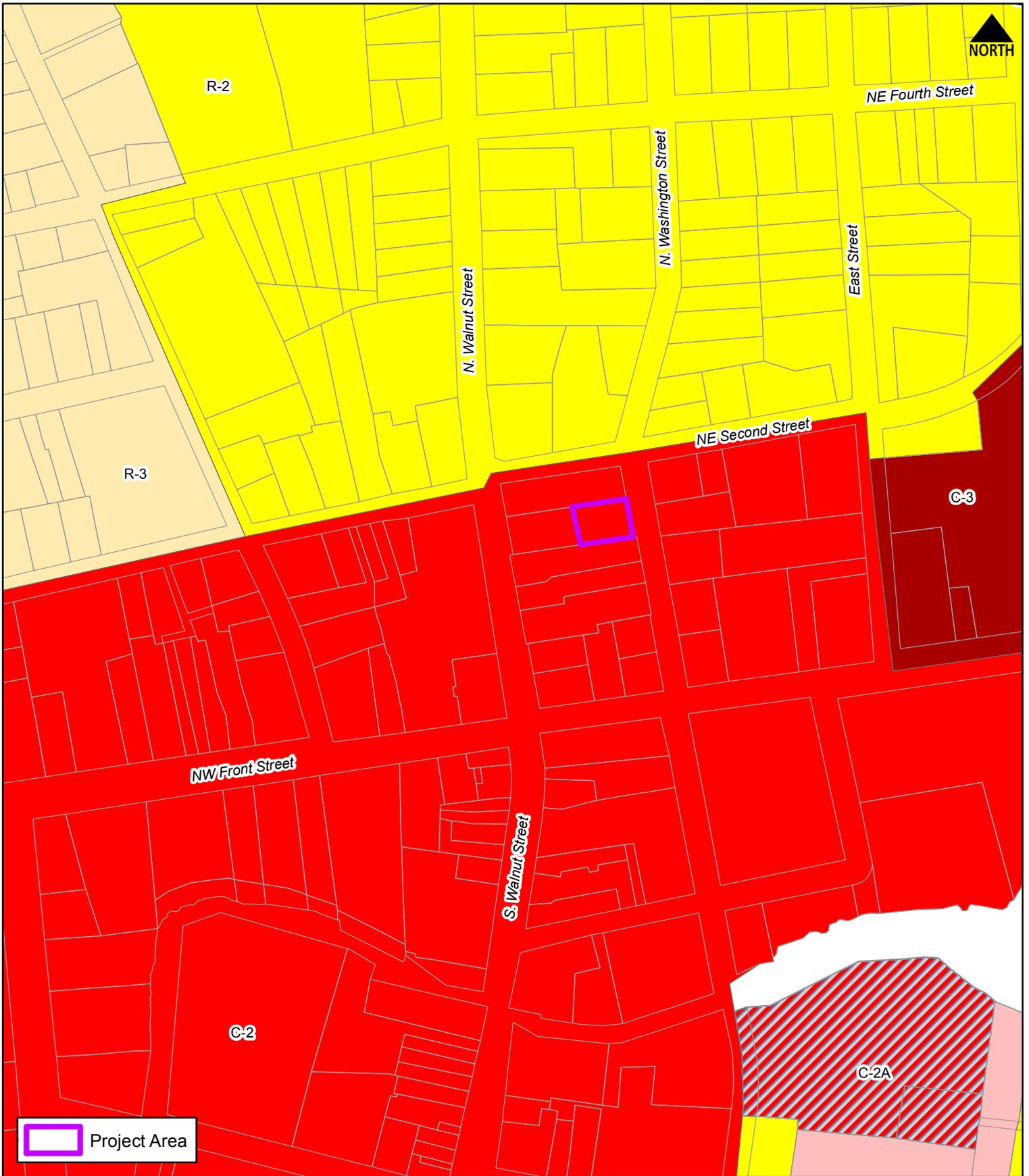
The proposed mixed use structure is consistent with the purpose and intent of the C-2 Central Business District and should not detract from similar adjacent mixed use and commercial structures.

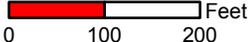
F. Sufficient safeguards, such as traffic control, parking, screening and setbacks, can be implemented to remove potential adverse influences on adjoining uses.

The applicant proposes to construct a driveway with rear parking along the north side of the property containing two parking spaces along with available parking in the driveway itself. The driveway would connect to N. Washington Street which is a City maintained road. Additional on-street parking is available throughout the neighborhood and there is

a City owned parking lot at the corner of NE Front Street and N. Washington Street within the same neighborhood block. No screening is proposed between the adjacent similar uses. The C-2 zoning category does not have setback requirements for the front, side and rear yard. The applicant proposes to construct the dwelling 10.9 feet from the front property line, 36.3 feet from the rear property line, 18.1 feet from the northern side property line and 12.4 feet from the southern side property line. The building footprint and site components are consistent with the zoning ordinance with regards to building and parking setbacks.

- If the Planning Commission and City Council elect to approve the applicant's request, staff recommends the following minimum conditions of approval:
 - The applicant must obtain a building permit from the Planning Department and obtain approval from the State Fire Marshal's Office and State Plumbing Office.



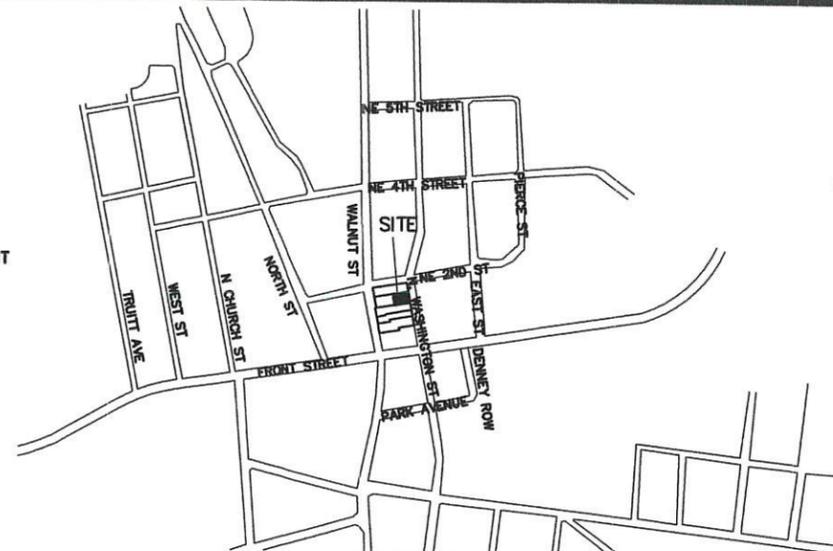
	Scale:  Feet 0 100 200	Title: <p style="text-align: center;">Conditional Use Lands of Jerry Embleton Location & Zoning Map</p>
	Drawn by: WRP Date: 05/11/20	
Filepath: ConditionalUse_Embleton.mxd		

LIGHTING NOTES

1. OUTSIDE LIGHTING SHALL BE 2 EA. NTW-A-WM-T3-40K-UL-BZ CONFIGURED 3.48FC MAX, 0.53FC AVG.
2. LIGHT 1, SINGLE ORIENTATION X=-12, Y=0, Z=10.0', TILT 15°
3. LIGHT 2, SINGLE ORIENTATION X=0, Y=-13, Z=12', TILT 15°

LEGEND

- CORNER FOUND IN SIDEWALK
- IRON PIPE FOUND
- PROPERTY LINE
- - - EDGE OF PAVEMENT
- CROWN OF ROAD
- x x x FENCE



LOCATION MAP
1" = 1000'

PROJECT NOTES

- | | |
|-----------------------------|---|
| 1. TAX ID NUMBER | 5-16-18310-03-5701-00001 |
| 2. CITY OF MILFORD ZONING | C-2 (COMMERCIAL) |
| 3. EXISTING USE | VACANT |
| 4. PROPOSED USE | MIXED (COMMERCIAL DOWNSTAIRS W/
2ND FLOOR BEING LIVING AREA) |
| 5. EXISTING IMPERVIOUS AREA | 802 SF GRAVEL (15.3%)
263 SF SIDEWALK (5.0%)
1,085 SF TOTAL (20.3%) |
| 6. PROPOSED IMPERVIOUS AREA | 1,120 SF DWELLING (21.4%)
1,612 SF ASPHALT (30.8%)
283 SF SIDEWALK (5.0%)
3,015 SF TOTAL (57.6%) |
| 7. PARKING SPACES | REQUIRED: NONE (C-2)
PROVIDED: 2 |
| 8. MAX BUILDING HEIGHT | 35FT |

GENERAL NOTES

1. TITLE REFERENCED TO DEED BOOK 9762, PAGE 147.
2. "URBAN" SURVEY.
3. SUBJECT TO ANY AND ALL RESTRICTIONS, RESERVATIONS, CONDITIONS, EASEMENTS & AGREEMENTS OF RECORD IN THE OFFICE OF RECORDER OF DEEDS, KENT COUNTY, DE. NO TITLE SEARCH PROVIDED.
4. FLOOD ZONE 'X' PER FEMA PANEL 10001C0366J.

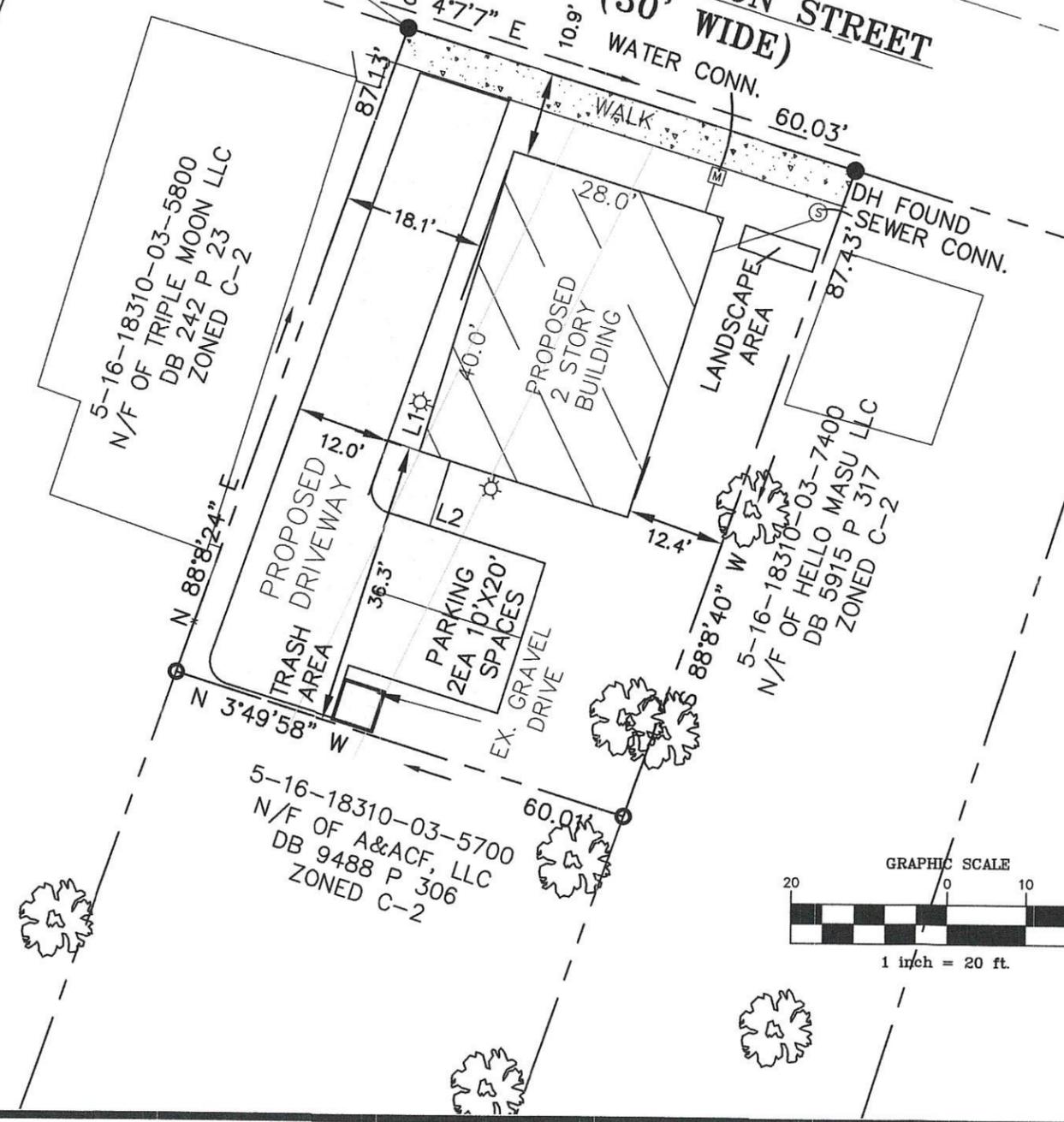
FIRE MARSHAL NOTES

1. INTENDED USE: MIXED USE 1ST FLOR COMMERCIAL-BUSINESS, 2ND FLOOR RESIDENTIAL
2. BUILDING TYPE: NFPA TYPE (5,000) IBC TYPE 5B
3. WATER SUPPLIER: CITY OF MILFORD.
4. BUILDING IS 2 STORY.
5. THE PRIMARY OCCUPANCY OF ALL BUILDINGS IS NOT "HIGH HAZARD OR FLAMABLE". THIS FACILITY WILL BE UTILIZED FOR GENERAL COMMERCIAL/BUSINESS AND RESIDENTIAL.
6. BUILDING CONSTRUCTION TYPE: BUILDING WILL BE BLOCK FOUNDATION WITH WOOD FRAME AND SIDING.
7. SPRINKLER SYSTEM: AUTOMATIC SPRINKLERS ARE NOT PROPOSED FOR THIS STRUCTURE
8. MAXIMUM SLOPE PERMITTED FOR 15 FEET AROUND PROPOSED BUILDING PERIMETER IS 10 PERCENT GRADE.
9. ALL FIRE LANES, FIRE HYDRANTS, AND FIRE DEPARTMENT CONNECTIONS SHALL BE MARKED IN ACCORDANCE WITH THE STATE FIRE PREVENTION REGULATIONS.
10. THE SITE OCCUPANT GIVES PERMISSION TO THE FIRE DEPARTMENT TO REMOVE ANY LOCKS THAT MAY IMPEEDE ACCESS TO THE SITE.



POB/POC CROSS MARK IN SIDEWALK 50' ± TO NE SECOND STREET

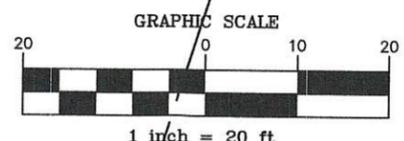
N. WASHINGTON STREET (30' WIDE)



5-16-18310-03-5800
N/F OF TRIPLE MOON LLC
DB 242 P 23
ZONED C-2

5-16-18310-03-7400
N/F OF HELLO MASU LLC
DB 5915 P 317
ZONED C-2

5-16-18310-03-5700
N/F OF A&ACF, LLC
DB 9488 P 306
ZONED C-2



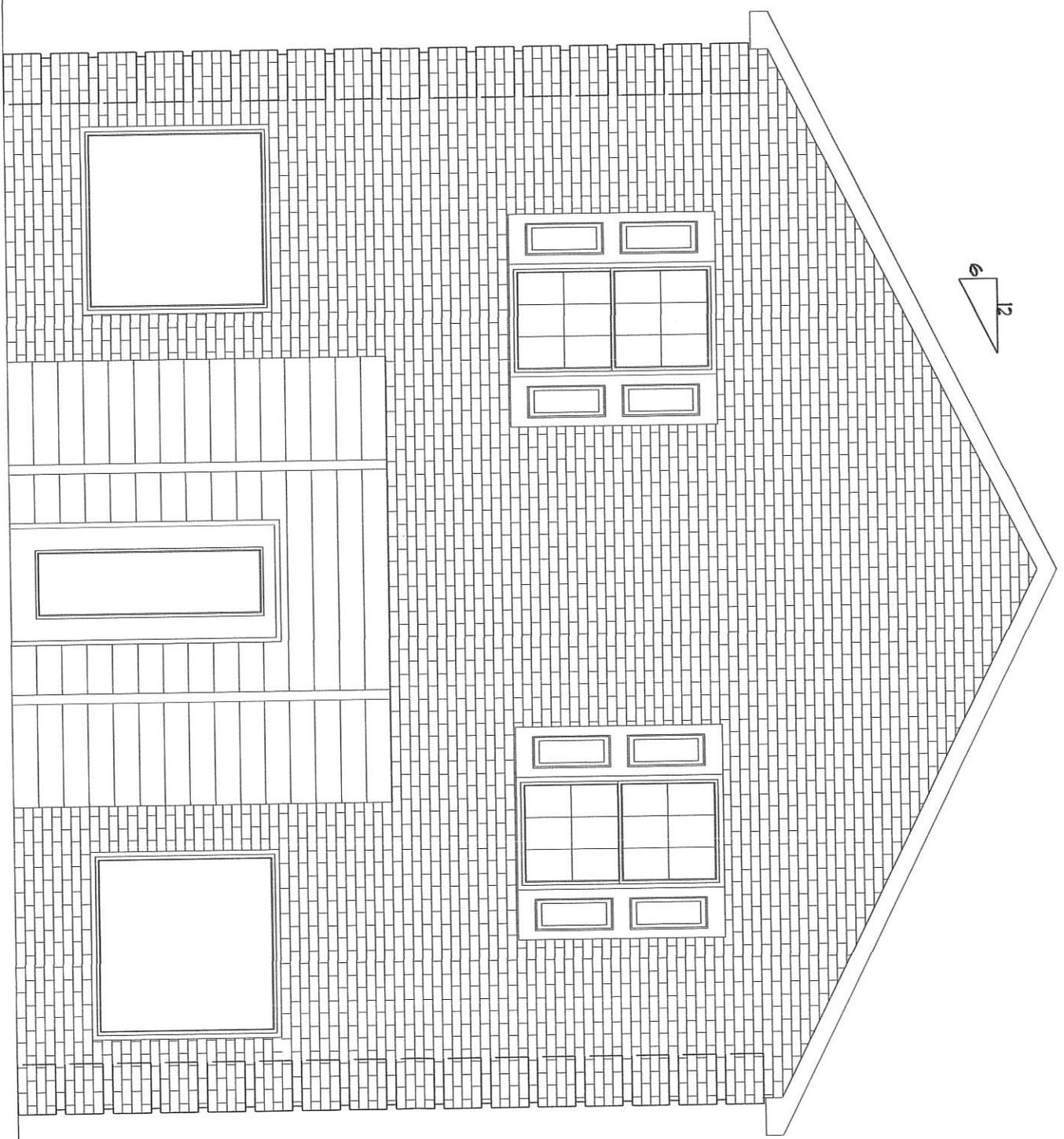
SITE PLAN
FOR JERRY EMBLETON
WEST SIDE OF
N. WASHINGTON STREET
MILFORD, DE 19963
MILFORD HUNDRED
KENT COUNTY, DELAWARE
TAX MAP #5-16-18310-03-5701
AREA: 5,235±SF / 0.121±AC

COTTEN ENGINEERING LLC
CIVIL ENGINEERS
10087 CONCORD RD.
SEAFORD DE 19973
PHONE/FAX (302) 628-9164

THIS DRAWING, SPECIFICATIONS, AND WORK PRODUCED BY COTTEN ENGINEERING LLC FOR THIS PROJECT ARE INSTRUMENTS OF SERVICE FOR THIS PROJECT ONLY, AND REMAINS THE COPYRIGHTED PROPERTY OF COTTEN ENGINEERING LLC. REUSE OR REPRODUCTION OF ANY OF THE INSTRUMENTS OF SERVICE OF COTTEN ENGINEERING LLC BY THE CLIENT OR ASSIGNEES WITHOUT THE WRITTEN PERMISSION OF COTTEN ENGINEERING LLC WILL BE AT THE CLIENTS RISK AND BE A VIOLATION OF THE COPYRIGHT LAWS OF THE UNITED STATES OF AMERICA AND THE RESPECTIVE STATE WITHIN WHICH THE WORK WAS COMPLETED.

DESIGNED BY: CE	REVISION DATE:	JOB # 20-115
DRAWN BY: JCD	DATE: 5/8/2020	
CHECKED BY: MSC	SCALE: 1INCH = 20 FT	SHEET 1 OF 1

Rough Draft



Jerry Embleton
Washington Street
Front Elevation
1/4" = 1'-0"

**Conditional Use Application for Jerry Embleton
City of Milford, DE
West side of N. Washington Street, Milford, DE 19963
Tax Map #5-16-18310-03-5701**

**Proposal for construction of a mixed-use structure on the west side of N.
Washington Street on an existing vacant lot**

To Whom it May Concern:

This conditional use application is for the proposal of a mixed-use dwelling on the empty lot above described. The owner, Mr. Jerry Embleton, aims to construct a two-story 28' x 40' building on the property, with the ground floor being used for business purposes and the second floor being used as living space.

The parcel is in the C-2 district and is approximately 5,235 square feet in area, and has an existing gravel drive across its center. The proposed project involve a total disturbance area of approximately 2,800 square feet. All adjacent properties are being used for either residential or commercial purposes, and all landscaping goals pursuant to this project would have no foreseeable impact on the continued development of these adjacent properties.

The business itself would be expected to have 1-5 employees and operate on normal business hours (8:00 AM – 5:00 PM). As this project is in the C-2 district, no parking spaces are required, but 2 are provided for the convenience of the residents.

If there are any further questions about this project or its impact on the community, feel free to contact Cotten Engineering at 302-628-9164 or via e-mail at mcotten_eng@yahoo.com

Thank you,

Mike Cotten

Michael S. Cotten, P.E
President, Cotten Engineering

Site Plan for Jerry Embleton - West side of N. Washington Street, Milford, DE 19963

Tax Map #5-16-18310-03-5701

Conditional Use Application - Item 4

	Existing	Proposed	Net Change
Area	5,235 SF / 0.121 Ac	-	-
Building Coverage	0 SF / 0 Ac	1,120 SF / 0.026 Ac	1,120 SF
Impervious Surface	1,085 SF (20.7%)	3,015 SF (57.5%)	1,895 SF (36.2%)
Parking (0 required)	0	2 (10' x 20')	2

**LEGAL DESCRIPTION
FOR JERRY EMBLETON
WEST SIDE OF N. WASHINGTON STREET
MILFORD, DE 19963
MILFORD HUNDRED
SUSSEX COUNTY, DELAWARE
TAX MAP #5-16-18310-03-5701**

COMMENCING at a cross mark found in a sidewalk, said cross mark being the point and place of **BEGINNING** and a corner for the lands described herein and the lands now or formerly of Triple Moon, LLC. and lying on the southwesterly right of way line of N. Washington Street (30' wide), said cross mark also being 50 feet plus or minus from the intersection of the southwesterly right of way line of N. Washington Street and the southeasterly right of way line of NE 2nd Street, thence with the right of way line of N. Washington Street, having a bearing of South 04°07'07'' East for a distance of 60.03 feet, to a drill hole found in a sidewalk, thence with the lands now or formerly of Hello Masu, LLC., having a bearing of South 88°08'40'' West for a distance of 87.43 feet, to an iron pipe found, thence with the lands now or formerly of A& ACF, LLC., having a bearing of North 03°49'58'' West for a distance of 60.01 feet, to an iron pipe found, thence with the lands now or formerly of Triple Moon LLC., having a bearing of North 88°08'24'' East for a distance of 87.13 feet, to the point and place of **BEGINNING**.
CONTAINING AREA 5,235±square feet or 0.121±acres more or less.

§ 230-13. - C-2 Central Business District.

In a C-2 District no building or premises shall be used and no building shall be erected or altered which is arranged, intended or designed to be used except for one or more of the following uses and complying with the requirements so indicated.

- A. Purpose. The purpose of the C-2 District is to create an atmosphere that encourages the preservation and revitalization of the Central Business District. Specifically, the regulations are designed to encourage the development and opening of new businesses. This may be accomplished by providing an attractive and convenient shopping center or mall that is organized and developed as an integrated unit. The district regulations also recognize the unique circumstances that are peculiar to the downtown area.
- B. Permitted uses. Permitted uses for the C-2 District shall be as follows:

[Amended 9-30-1991; 6-29-1992; 10-12-1998 by Ord. No. 10-1998; 11-27-2006 by Ord. No. 2006-15]

- (1) Those uses permitted in the C-1 District.
- (2) General merchandise stores, including such uses as department stores, apparel and accessories, hardware, shoes, drugs and variety stores.
- (3) Specialty retail stores, including such uses as gifts, antiques, crafts, newspapers, tobacco, flowers, sporting goods, books, jewelry, leather goods and stationery stores.
- (4) Personal service establishments, including such uses as barbers, beauticians, shoe repair and tailors.
- (5) Financial institutions, loan companies and banks.
- (6) Restaurants, excluding fast-food or franchised food service operated restaurants.
- (7) Taverns and tap rooms.
- (8) Retail food stores, including bakeries, confectionery, candy or gourmet shops, small convenience grocery shops (without gas pumps) and meat, fish or produce stores.
- (9) Professional services and administrative activities, including such uses as offices of agents, brokers, physicians, dentists, attorneys, architects, engineers, musicians and artists and governmental offices serving the public.
- (10) Libraries, museums, art galleries and public information centers.
- (11) Churches and other places of worship.
- (12) Fraternal, social service, union or civic organization.
- (13) Tourist home, boardinghouse, rooming house or lodging house.
- (14) Studio for artists, designers, photographers, musicians, sculptors and related uses.
- (15) Commercial parking lot, public garage or multilevel parking garage and off-street parking.
- (16) Municipal and public services and facilities, including City Hall, water storage towers, water reservoirs, water pumping stations, water treatment plants, sewage pumping stations, sewers (storm and sanitary), street rights-of-way, utility transmission and distribution lines, public transportation bus or transit stops, police and fire stations and substations for electric, gas and telephone facilities.
- (17) Publishing, printing and reproduction establishments.
- (18) Repair and servicing as an accessory activity of any article for sale in the same establishment.

- (19) Indoor storage facilities as an accessory use to any of the permitted uses in this district.
- (20) The outdoor display of merchandise, if done in a reasonable manner and if the display is kept neat and orderly as determined by the Code Official. Furthermore, the outdoor display may not interfere with the safe and efficient flow of pedestrian traffic.
- (21) Family day care, which shall involve a maximum of six full-time and two after-school children, as specified by state regulations.
- (22) Craft distillery and microbrewery establishments, provided that:
 - (a) All permits and approvals required by the Delaware Alcoholic Beverage Commission are obtained and remain in full force and effect.
 - (b) All aspects of the distilling or brewing process are completely confined within a building, including storage of all materials and finished products.
 - (c) Such establishment offers the public, on a regular and continuing basis, various activities ancillary to its distilling and/or brewing process, including by way of example: tours of the premises, educational classes, demonstrations, tasting rooms, and retail sales areas limited to the sale of beer, mead, cider, or spirits brewed or distilled on the premises for consumption off-premises and other retail items.
 - (d) On-site consumption or tasting associated with a craft distillery or microbrewery establishment shall be permitted. Any area associated with on-site consumption or tasting shall not operate as a stand-alone bar or tavern, shall be located on the premises of the craft distillery or microbrewery establishment, and shall be ancillary to the primary use. "Ancillary" for purposes of this section means subordinate, auxiliary, smaller and less intensive than the primary use. On-site consumption or tasting of alcohol shall be limited to those products brewed or distilled on the premises, except as otherwise permitted by Delaware Law.
 - (e) All food sales shall be limited to prepackaged snack items or those food items prepared by a food establishment licensed by the State of Delaware. If a craft distillery or microbrewery intends to operate on its premises a food establishment that is otherwise a permitted use in this district (i.e. restaurant, café, or full-service restaurant), the City may require the property owner to provide the City with a letter of no objection from the Delaware Alcoholic Beverage Control Commissioner regarding the operation of a food establishment on the premises of a craft distillery or microbrewery.
 - (f) Outdoor seating and gathering areas shall be permitted subject to the following requirements:
 - i. Permanent and temporary outdoor seating and gathering areas shall be subject to building permit application and approval requirements.
 - ii. Outdoor seating and gathering areas and ancillary improvements shall include physical barriers from public rights-of-way and physical and visual barriers from adjoining properties. Physical barriers along public rights-of-way shall restrict access from the public rights-of-way to the outdoor seating and gathering areas and shall not exceed four feet in height. Barriers along adjoining property lines shall create a physical and visual barrier consisting of fencing six feet in height or vegetation at least six feet in height. The regulations herein shall be in addition to any regulations imposed by the State of Delaware.
 - iii. Maximum occupancy and points of ingress/egress shall be clearly marked. Occupancy of outdoor seating and gathering areas shall not exceed one person per 15 square feet of the outdoor seating and gathering areas identified in the building plans or any other occupancy limit established by the Office of the State Fire Marshall.
 - iv. All structures and uses related to outdoor seating and gathering areas and facilities are subject to the City of Milford Building Code and the City of Milford Zoning Code.

- v. The occupancy of outdoor seating and gathering areas shall be included when calculating the building requirements and minimum parking standards required by the City of Milford and State of Delaware. Outdoor seating and gathering areas shall meet all requirements of the City of Milford and the State of Delaware.
 - vi. Tables, chairs, umbrellas, equipment, games, and any other items provided in connection with outdoor seating and gathering areas shall be maintained in good repair and shall be secured during non-business hours in a safe and orderly manner.
 - vii. Any licensing required by the Delaware Alcoholic Beverage Control Commissioner for outdoor seating and gathering areas shall be obtained.
- C. Conditional uses subject to special requirements. The following uses are permitted subject to receiving a conditional use permit by the City Council as provided in Article IX of this chapter:
- (1) Commercial indoor recreation activities, including amusement arcades, indoor theaters, social clubs, youth clubs or similar facilities.

[Amended 6-29-1992]

- (2) Laundromats and dry-cleaning establishments.
- (3) Undertakers.
- (4) Motels and hotels.
- (5) Instructional, business or trade stores.
- (6) Fast-food or franchised food service operated restaurants.
- (7) Day-care centers.

[Added 9-30-1991]

- (8) Small convenience grocery shops with gas pumps.

[Added 10-12-1998 by Ord. No. 10-1998]

- (9) Community residential treatment program.

[Added 9-13-1999 by Ord. No. 6-1999]

- (10) All dwellings other than single-family with a maximum density of 12 units per acre and in conjunction with nonresidential use.

D. Area regulations.

- (1) Minimum lot area shall be 2,500 square feet for any permitted use, together with its accessory buildings, provided that parking and loading space are provided in accordance with Article VI of this chapter.
- (2) Minimum lot width shall be 50 feet.
- (3) Height of buildings shall not exceed 35 feet.
- (4) There shall be no required setback, rear yard or side yard.
- (5) Signs shall comply with the requirements provided in Article VI of this chapter.

[Ord. No. 2008-18, § 2, 8-24-2009; Ord. No. 2019-31, § 2, 9-23-2019; Ord. No. 2019-38, § 5, 11-25-2019]

CITY OF MILFORD
NOTICE OF PUBLIC HEARINGS

Planning Commission Hearing: Tuesday, July 21, 2020
City Council Hearing: Monday, July 27, 2020

NOTICE IS HEREBY GIVEN that the following Ordinance is currently under review by Milford Planning Commission and City Council, with action scheduled to occur on the date(s) so indicated:

ORDINANCE 2020-19

Jerry Embleton for a Conditional Use to allow a Mixed Use on 0.121 +/- acres in a C2 Zoning District. Property is located along the west side of N. Washington Street between NE Front Street and NE Second Street., addressed as 0 Washington Street, Milford, Delaware. Present Use: Vacant; Proposed Use: Two-story mixed-use structure containing first floor commercial space and a single second story apartment. Tax Map: MD-16-183.10-03-57.01

WHEREAS, the owners of the property as above described herein have petitioned the City of Milford for a Conditional Use to allow a Mixed Use; and

WHEREAS, the City of Milford Planning Commission will consider the application at a Public Hearing to allow for public comment on July 21, 2020; and

WHEREAS, Milford City Council will hold a Public Hearing on July 27, 2020 to allow for public comment and further review of the ordinance.

Dates.

Planning Commission Review & Public Hearing: July 21, 2020

City Council Introduction: July 13, 2020

City Council Public Hearing: July 27, 2020

Effective: August 6, 2020

For additional information, please contact Rob Pierce in the Planning & Economic Development Department either by e-mail at RPierce@milford-de.gov or by calling 302.424.8396.

Advertised: *Beacon 062420*



DATA SHEET FOR R & S CONSTRUCTION, LLC

Planning Commission Meeting: July 21, 2020

Application Number / Name	:	20-018 / R & S Construction, LLC
Applicant	:	R & S Construction, LLC 9203 Clendaniel Pond Road Lincoln, DE 19960
Owner	:	Same
Application Type	:	Conditional Use
Present Comprehensive Plan Map Designation	:	Low Density Residential
Present Zoning District	:	R-2 (Residential District)
Present Use	:	Vacant
Proposed Use	:	Single-family Semi-detached
Size and Location	:	0.19 +/- acres of land located along the south side of SE Second Street between Montgomery Street and Franklin Street. Addressed as 212 & 214 SE Second Street.
Tax Map & Parcel	:	3-30-7.17-275.00 & 276.00

ENC: Staff Analysis Report
Exhibit A – Location & Zoning Map
Exhibit B – Property Survey



STAFF REPORT
July 1, 2020

Application Number / Name	:	20-018 / R & S Construction, LLC
Present Comprehensive Plan Designation	:	Low Density Residential
Present Zoning District	:	R-2 (Residential District)
Present Use	:	Vacant
Proposed Use	:	Single-family Semi-detached
Tax Map & Parcel	:	3-30-7.17-275.00 & 276.00
Size and Location	:	0.19 +/- acres of land located along the south side of SE Second Street between Montgomery Street and Franklin Street. Addressed as 212 & 214 SE Second Street.

I. BACKGROUND INFORMATION:

- The applicant purchased a condemned property at 212 SE Second Street and demolished the structure in May 2020 and a vacant parcel to the east. The applicant proposes to replace the single-family detached dwelling with a single-family semi-detached dwelling unit as shown on the attached survey.
- According to Chapter 230-10(C), single-family semidetached dwellings are considered a conditional use subject to approval of a conditional use permit from City Council.

II. STAFF ANALYSIS:

Based on the information presented, the City of Milford Code, and the Comprehensive Plan, staff submits the following regarding the request for the Conditional Use application:

- The two parcels are existing, therefore the dimensions are considered legal non-conforming. The house placement meets the minimum required setbacks, lot coverage and off-street parking.
- The applicant will be required to replace sidewalk sections that are in poor or failing

condition prior to the issuance of a certificate of occupancy.

- Evaluation based on the criteria found under Chapter 230-48 Conditional Uses.

- A. The presence of adjoining similar uses.

As shown on the attached zoning and location map, the property is surrounded on all sides by properties zoned R-2. The properties are bound on the east and south by lands of the City of Milford which are part of the Parks & Recreation Facility. The property to the west contains a single-family detached dwelling. The property to the north contains a four unit dwelling. There are six multiple unit dwellings within 200 feet of the subject parcel.

- B. An adjoining district in which the use is permitted.

The proposed use is permitted by conditional use within the R-2 and permitted by-right in the R-3 & R-8 zoning districts.

- C. There is a need for the use in the area proposed as established by the Comprehensive Plan.

The Comprehensive Plan designates this area as Low Density Residential, which is intended to provide residential housing options in the forms of detached and semi-detached product. The proposed use would be appropriate based on the Comprehensive Plan.

- D. There is sufficient area to screen the conditional use from adjacent different uses.

The proposed use is residential and is surrounded by other residential uses. Screening would not be required.

- E. The use will not detract from permitted uses in the district.

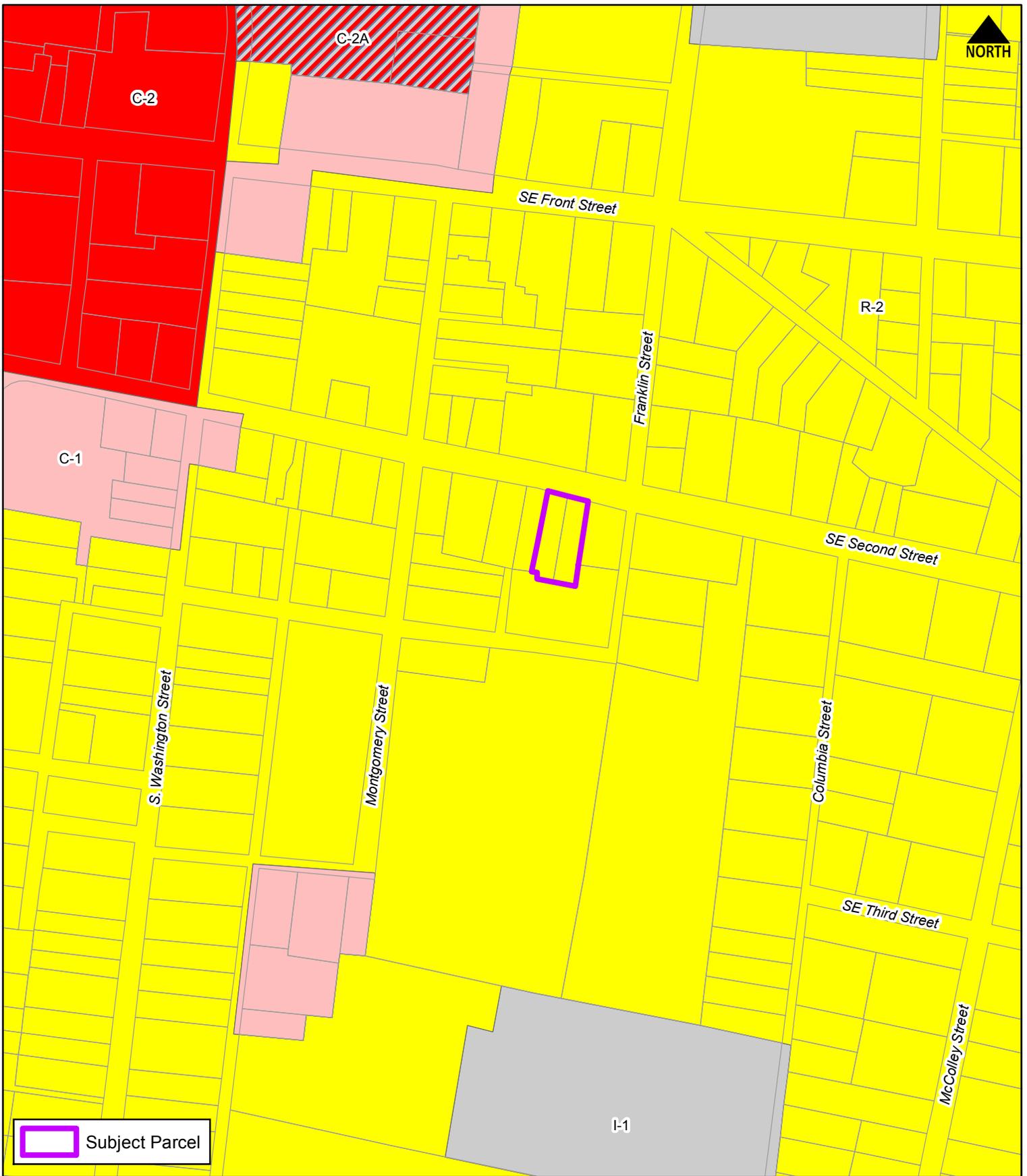
The subject parcel is located in an existing residential neighborhood and is surrounded by older single-family detached, two-unit structures and a four unit dwelling. There are six multiple unit dwellings within 200 feet of the subject property, four of which are on SE Second Street while the other two are on Franklin Street and Montgomery Street.

- F. Sufficient safeguards, such as traffic control, parking, screening and setbacks, can be implemented to remove potential adverse influences on adjoining uses.

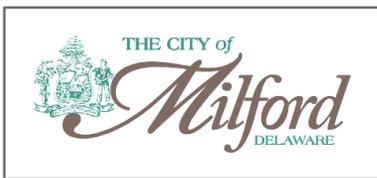
The site is located in an existing residential area along a State maintained major collector road. Driveways will be installed along SE Second Street and will require DelDOT entrance permits. No screening is necessary since adjacent parcels contain similar low density residential uses.

III. AGENCY COMMENTS:

- DelDOT – No comments solicited
- Sussex Conservation District – No comments solicited
- State Fire Marshal – No comments solicited



 Subject Parcel



Scale:  Feet
0 100 200

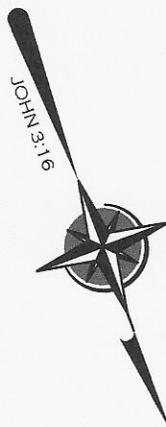
Drawn by: WRP Date: 05/18/20

Title:

**Conditional Use
R & S Construction, LLC
Location & Zoning Map**

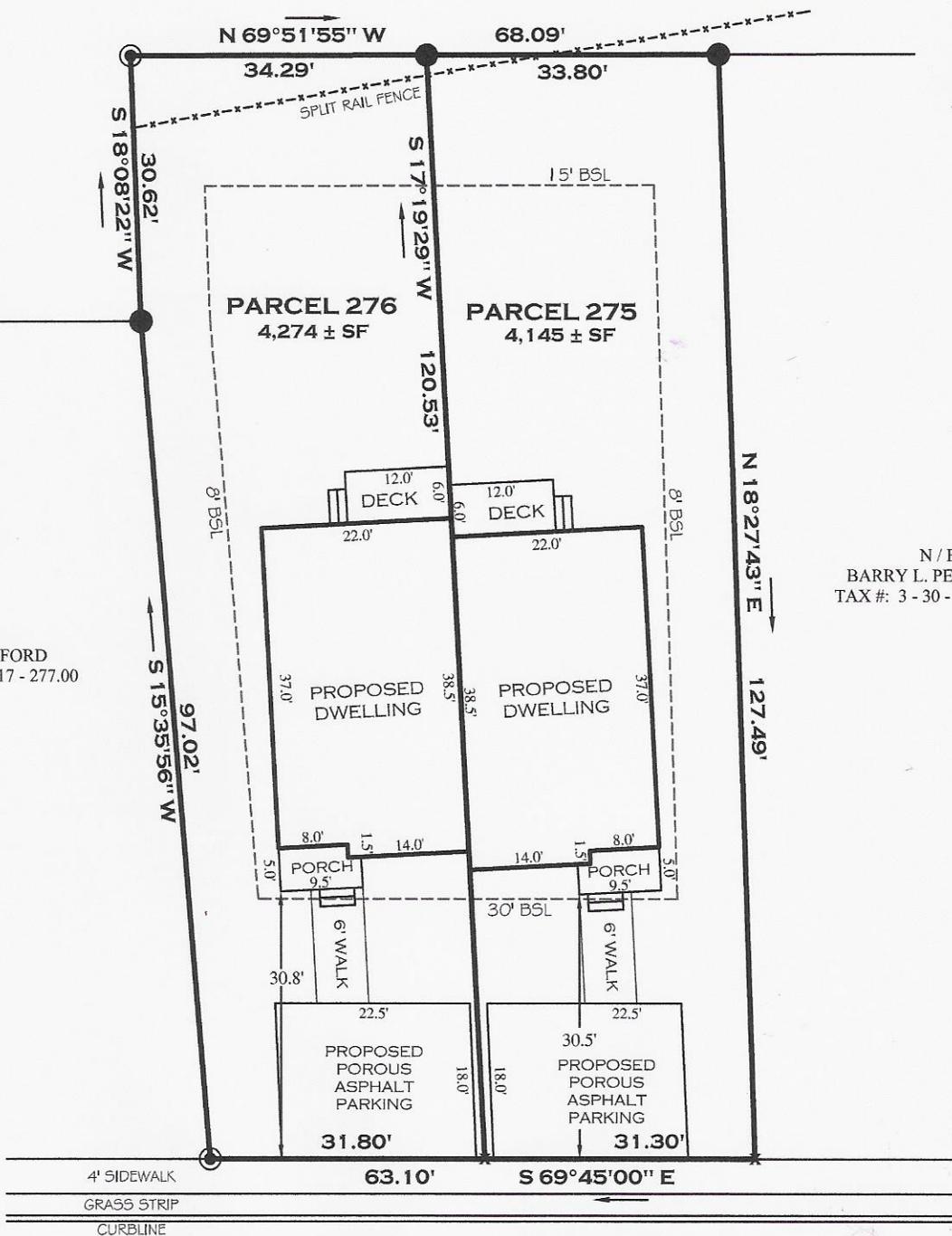
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N / F
CITY OF MILFORD
TAX #: 3 - 30 - 7.17 - 278.00



N / F
CITY OF MILFORD
TAX #: 3 - 30 - 7.17 - 277.00

N / F
BARRY L. PETERMAN
TAX #: 3 - 30 - 6.20 - 97.00



**SOUTHEAST 2ND STREET
40' RIGHT OF WAY**

AREA NOTE

TOTAL LOT AREA	8,419 SF
ALLOWABLE LOT COVERAGE	2,526 SF 30 %
PROPOSED LOT COVERAGE	2,077 SF 25 %

NOTES

1. CLASSIFICATION OF SURVEY: URBAN
2. ZONE: R-2
3. BUILDING SETBACK LINES (BSL)
FRONT 30'
SIDE 8'
REAR 15'

ALL SETBACKS ARE THE RESPONSIBILITY OF THE HOME OWNER AND/OR GENERAL CONTRACTOR. SETBACKS SHOWN AS PER THE CITY OF MILFORD & MAY DIFFER FROM THE HOME OWNERS ASSOCIATION (HOA) SETBACKS. ANY USER OF SAID INFORMATION IS URGED TO DIRECTLY CONTACT THE LOCAL AGENCY AND HOA, IF APPLICABLE, TO VERIFY IN WRITING ALL SETBACKS & REQUIREMENTS.

4. NO TITLE REPORT WAS PROVIDED FOR OUR USE, THEREFORE THIS BOUNDARY SURVEY IS SUBJECT TO ANY ENCUMBRANCES, RESTRICTIONS, EASEMENTS, AND/OR RIGHTS OF WAY THAT MIGHT BE REVEALED BY A THOROUGH TITLE SEARCH.

I, BRADLEY A. ABSHER, REGISTERED AS A PROFESSIONAL LAND SURVEYOR IN THE STATE OF DELAWARE, HEREBY STATE THAT THE INFORMATION SHOWN ON THIS PLAN HAS BEEN PREPARED UNDER MY SUPERVISION AND MEETS THE STANDARDS OF PRACTICE AS ESTABLISHED BY THE STATE OF DELAWARE BOARD OF PROFESSIONAL LAND SURVEYORS. ANY CHANGES TO THE PROPERTY CONDITIONS, IMPROVEMENTS, BOUNDARY OR PROPERTY CORNERS AFTER THE DATE SHOWN HEREON SHALL NECESSITATE A NEW REVIEW AND CERTIFICATION FOR ANY OFFICIAL OR LEGAL USE.

BRADLEY A. ABSHER, DE PLS # 735
DATE 5.15.2020

LEGEND	
●	IRON ROD W/ CAP FOUND
×	X MARK IN CONCRETE

TAX MAP	3-30 - 7.17 - 275.00
STATE	DELAWARE
COUNTY	SUSSEX
HUNDRED	MILFORD
CITY	MILFORD
AREA	8,419 ± SQ. FT.
DEED REF.	4409 / 122
PLAT REF.	---
DRAWN BY	JMH
DATE	05 / 11 / 2020
SCALE	1" = 30'
SURVEY #	DE - 06435

**SITE
PLAN**

FOR
R & S CONSTRUCTION, LLC

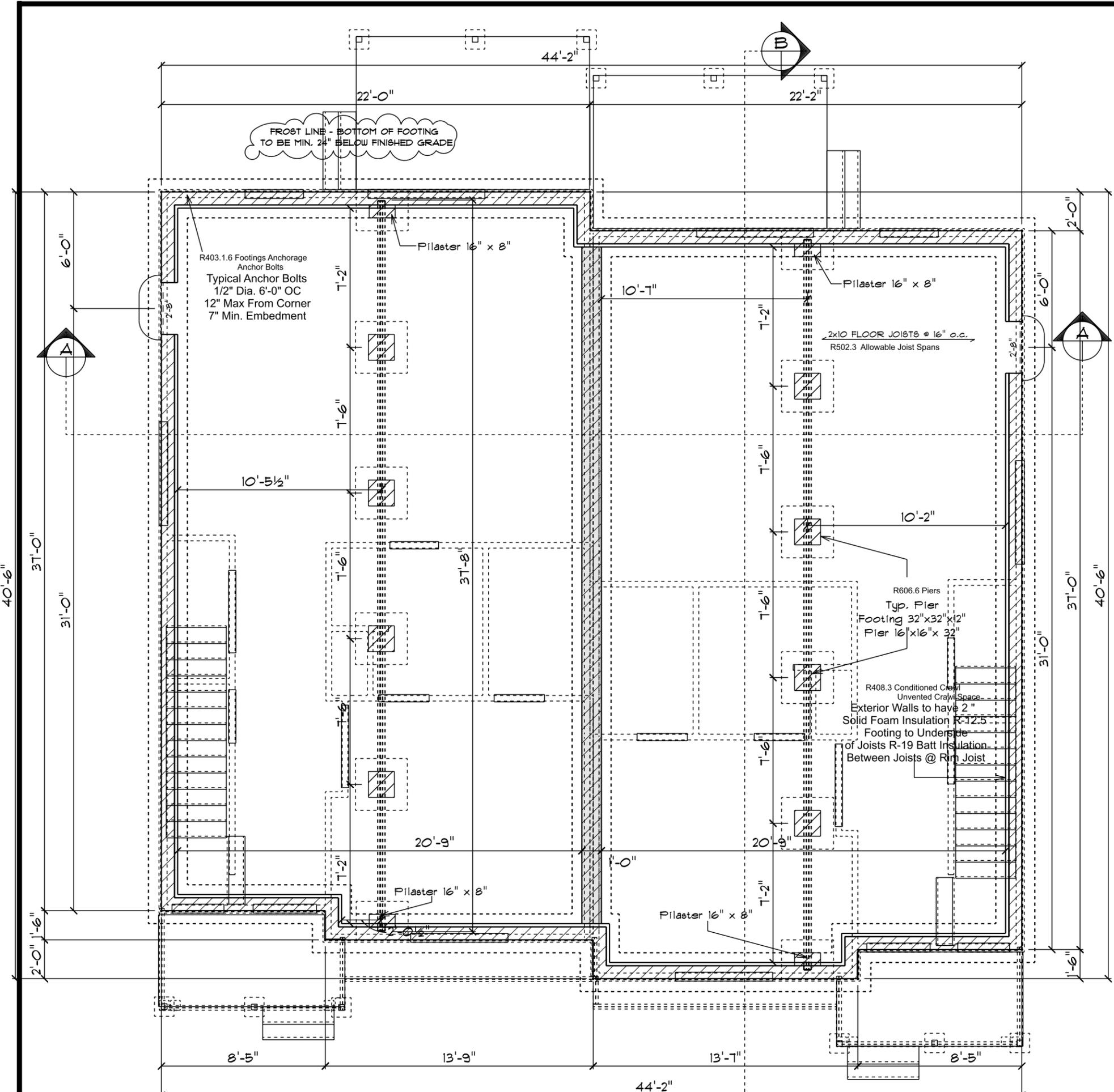
212 SOUTHEAST 2ND STREET, MILFORD, DE 19963

TRUE NORTH



LAND SURVEYING

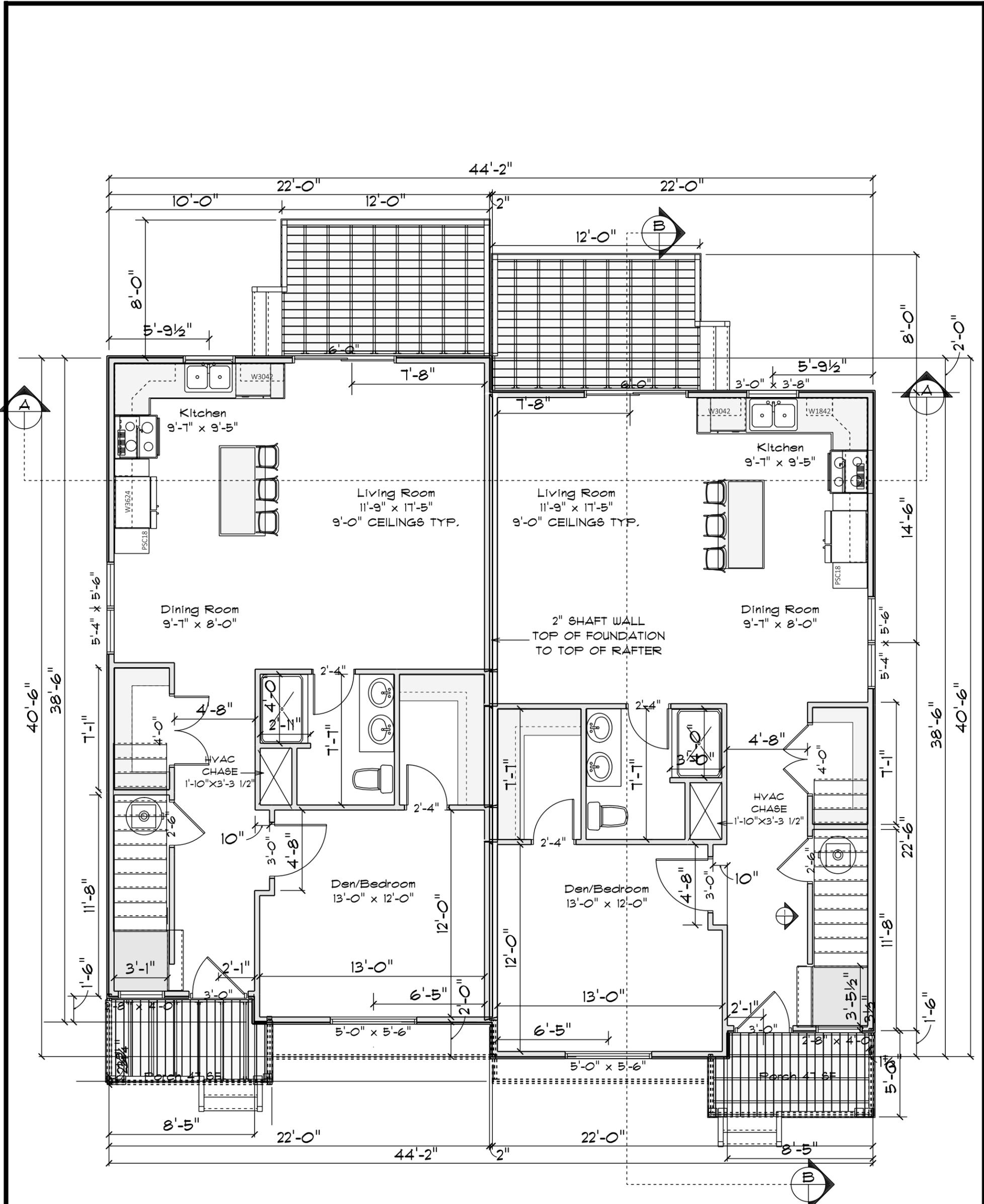
118 ATLANTIC AVENUE, SUITE 202
OCEAN VIEW, DE 19970
DE: 302-539-2488
MD: 410-430-2092



**FOUNDATION
NOTES**

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. All wall footings 24"x 8"
R403.1 Footings General 2. Walls 8" & 12" Block <ol style="list-style-type: none"> a. Height 40" b. Width 8" 3. Typ. piers <ol style="list-style-type: none"> a. Footings 32"x32"x8" b. Pier 16"x16"x32" 4. Anchor Bolts <ol style="list-style-type: none"> a. 1/2" Dia. 6' OC b. 12" Max. From Corner c. 7" Mim. Embedment | <ol style="list-style-type: none"> 5. Pilasters 16"x8" Typ. 6. Utility Sleeves TBD @ site 7. Exterior Walls to have
2" R-12.5 Solid Foam Footing
to underside of Joists With R-19
Batt insulation @ rim between
each joists.
R408.3 Conditioned Crawl 8. FROST LINE Bottom of Footing
To Be 24" Below Finished Grade |
|---|--|

FOUNDATION	ORIGINAL DATE 05.10.20	R&S Construction P.O. Box 166 - Lincoln, DE 19960 Phone 302-841-2533	212 & 214 SE SECOND STREET MILFORD, DE 19963	Drafting By Arden Johnson 302-300-5057
Sheet 3 of ?	REVISED PRINTED Monday, May 11, 2020	SCALE = NO SCALE	TAX ID 330-7.17-275.00 & 276.00	1ardensway@gmail.com



214 SE 2ND STREET
Main Floor
With Office/Bedroom
849 SF
Total SF 1,696 SF

212 SE 2ND STREET
Main Floor
With Office/Bedroom
849 SF
Total SF 1,696 SF

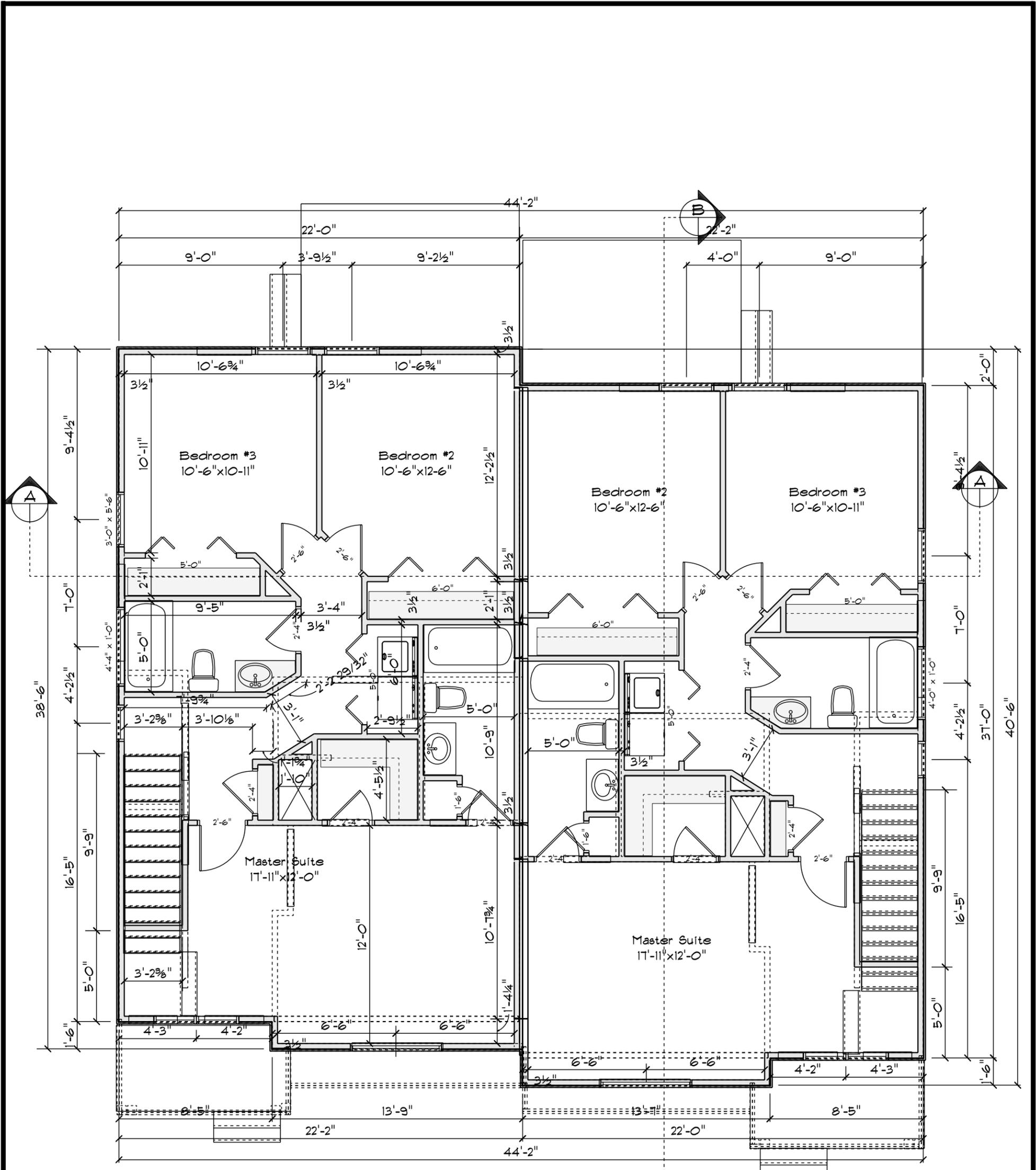
FIRST FLOOR
Sheet 4 of ?

ORIGINAL DATE 05.10.20
REVISED
PRINTED Tuesday, May 12, 2020

R&S Construction
P.O. Box 166 - Lincoln, DE 19960
Phone 302-841-2533
SCALE = NO SCALE

212 & 214 SE SECOND STREET
MILFORD, DE 19963
TAX ID 330-7.17-275.00 & 276.00

Drafting By
Arden Johnson
302-300-5057
1ardensway@gmail.com



Second Floor With Main Master
847 SF

Second Floor With Main Master
847 SF

SECOND FLOOR
Sheet 3 of ?

ORIGINAL DATE 05.10.20
REVISED
PRINTED Monday, May 11, 2020

R&S Construction
P.O. Box 166 - Lincoln, DE 19960
Phone 302-841-2533
SCALE = NO SCALE

212 & 214 SE SECOND STREET
MILFORD, DE 19963
TAX ID 330-7.17-275.00 & 276.00

Drafting By
Arden Johnson
302-300-5057
1ardensway@gmail.com



HEDGE MATERIAL = BUXI SEMOERVIRENS (BOX) OR EQUAL.

ORIGINAL DATE 05.10.20

REVISED

PRINTED Thursday, May 14, 2020

R&S Construction
P.O. Box 166 - Lincoln, DE 19960
Phone 302-841-2533

SCALE = 3/8"=1'

212 & 214 SE SECOND STREET
MILFORD, DE 19963

TAX ID 330-7.17-275.00 & 276.00

Drafting By
Arden Johnson
302-300-5057
tardensway@gmail.com

§ 230-10. - R-2 Residential District.

In an R-2 District no building or premises shall be used and no building shall be erected or altered which is arranged, intended or designed to be used except for one or more of the following uses and complying with the requirements so indicated.

- A. Purpose. The purpose of the R-2 District is to permit housing at a greater density than in the R-1 District by providing for the orderly development of low- to medium-density residential housing into those areas where public services are available. This district also allows for professional home occupations. Finally, it protects existing developments of this nature and excludes noncompatible ones.
- B. Permitted uses: all uses permitted in the R-1 District.
- C. Conditional uses: all uses specified as conditional uses in the R-1 District, and the following uses may be permitted with the approval of a conditional use permit by the Milford City Council in accordance with Article IX of this chapter:
 - (1) Single-family semidetached dwelling.
 - (a) Ownership.
 - [1] Dwelling units and individual lots of a single-family semidetached dwelling may be owned separately if separate utility systems are provided and if separate lots for all dwelling units in a building are created at the same time in conformance with Chapter 200, Subdivision of Land, of this Code.
 - [2] Provisions satisfactory to the City Council shall be made to assure that areas of common use of the occupants, but not in individual ownership, shall be maintained in an acceptable manner without expense to the general public.
- D. Design requirements. No apartment/dwelling units shall be located within a cellar.
- E. Site requirements.
 - (1) The structure shall be so located as to provide proper access to the building for fire-fighting equipment, trash collection and deliveries.
 - (2) Off-street parking shall be provided at the rate of 2 1/2 spaces for every dwelling unit on each lot.
- F. Facilities.
 - (1) Outdoor light fixtures shall be provided at locations that will assure the safe and convenient use of walks, steps, parking areas, driveways, streets and other such facilities.
 - (2) Facilities for temporary trash/refuse storage shall be provided in such a manner that is adequate for the dwelling units they must support.
- G. Area regulations.
 - (1) For permitted uses and single-family semidetached dwellings not separately owned:
 - (a) Minimum interior lot area shall be 8,000 square feet and minimum corner lot area shall be 13,000 square feet.
 - (b) Maximum lot coverage shall be 30%.
 - (c) Minimum lot width shall be 80 feet.
 - (d) Height of buildings shall not exceed three stories or 35 feet. Accessory buildings shall not exceed 15 feet in height.
 - (e) Minimum front building setback line shall be 30 feet.

- (f) Minimum rear yard setback shall be 15 feet. For lower lots the rear yard may be reduced 20% in depth to allow for the skewing of a residential dwelling on its lot.
 - (g) Side yards shall be provided as follows: each lot shall have two side yards a minimum width of eight feet on each side.
 - (h) Parking shall comply with the requirements provided in Article IV of this chapter.
 - (i) Signs shall comply with the requirements in Article VI of this chapter.
 - (j) Decks, subject to the following requirements:
 - [1] The deck cannot be located in the front yard.
 - [2] A minimum distance of 10 feet must be maintained from the deck to the rear property line.
- (2) For single-family semidetached dwellings separately owned:
- (a) Minimum interior lot area shall be 4,000 square feet and minimum corner lot area shall be 6,500 square feet.
 - (b) Maximum lot coverage shall be 30%.
 - (c) Minimum lot width shall be 40 feet.
 - (d) Height of buildings shall not exceed three stories or 35 feet. Accessory buildings shall not exceed 15 feet in height.
 - (e) Minimum front building setback line shall be 30 feet.
 - (f) Minimum rear yard setback shall be 15 feet. For lower lots the rear yard may be reduced 20% in depth to allow for the skewing of a residential dwelling on its lot.
 - (g) Side yard shall be provided as follows: each lot shall have one side yard a minimum width of eight feet.
 - (h) Parking shall comply with the requirements provided in Article IV of this chapter.
 - (i) Signs shall comply with the requirements in Article VI of this chapter.

§ 230-48. - Criteria for evaluation.

The following criteria shall be used as a guide in evaluating a proposed conditional use:

- A. The presence of adjoining similar uses.
- B. An adjoining district in which the use is permitted.
- C. There is a need for the use in the area proposed as established by the Comprehensive Plan.
- D. There is sufficient area to screen the conditional use from adjacent different uses.
- E. The use will not detract from permitted uses in the district.
- F. Sufficient safeguards, such as traffic control, parking, screening and setbacks, can be implemented to remove potential adverse influences on adjoining uses.

CITY OF MILFORD
NOTICE OF PUBLIC HEARINGS

Planning Commission Hearing: Tuesday, July 21, 2020
City Council Hearing: Monday, July 27, 2020

NOTICE IS HEREBY GIVEN that the following Ordinance is currently under review by Milford Planning Commission and City Council, with action scheduled to occur on the date(s) so indicated:

ORDINANCE 2020-20

R&S Construction LLC for a Conditional Use to allow a Single-Family Semidetached Dwelling on 0.19 +/- acres in an R2 Zoning District. Property is located along the south side of SE Second Street between Montgomery Street and Franklin Street, addressed as 212 & 214 SE Second Street, Milford, Delaware.

Present Use: Vacant; Proposed Use: Single-Family Semidetached Dwelling. Tax Map: 3-30-7.17-275.00 & 3-30-7.17-276

WHEREAS, the owners of the property as above described herein have petitioned the City of Milford for a Conditional Use to allow a Single-Family Semidetached Dwelling; and

WHEREAS, the City of Milford Planning Commission will consider the application at a Public Hearing to allow for public comment on July 21, 2020; and

WHEREAS, Milford City Council will hold a Public Hearing on July 27, 2020 to allow for public comment and further review of the ordinance.

Dates.

Planning Commission Review & Public Hearing: July 21, 2020

City Council Introduction: July 13, 2020

City Council Public Hearing: July 27, 2020

Effective: August 6, 2020

For additional information, please contact Rob Pierce in the Planning & Economic Development Department either by e-mail at RPierce@milford-de.gov or by calling 302.424.8396.

Advertised: *Beacon 062420*



DATA SHEET FOR TRIUMPH YOUTH CENTER

Planning Commission Meeting: July 21, 2020

Application Number / Name	:	20-028 / Triumph Youth Center
Applicant	:	Hattie A. Harris 350 Milford-Harrington Highway Milford, DE 19963
Owner	:	Cosmo Properties, LLC 32 Maple Dale Road Dover, DE 19904
Application Type	:	Conditional Use
Present Comprehensive Plan Map Designation	:	Commercial
Present Zoning District	:	C-3 (Highway Commercial District)
Present Use	:	Shopping Center
Proposed Use	:	Shopping Center with Daycare
Size and Location	:	2.08 +/- acres located along the north side of Milford-Harrington Highway (Route 14) approximately 2,200 feet west of the Route 113 intersection.
Tax Map & Parcel	:	MD-16-173.00-01-08.00

ENC: Staff Analysis Report
Exhibit A – Location & Zoning Map
Exhibit B – Property Survey
Exhibit C – Building Plans



STAFF REPORT
July 2, 2020

Application Number / Name	:	20-028 / Triumph Youth Center
Present Comprehensive Plan Designation	:	Commercial
Present Zoning District	:	C-3 (Highway Commercial District)
Present Use	:	Shopping Center
Proposed Use	:	Shopping Center with Daycare
Tax Map & Parcel	:	MD-16-173.00-01-08.00
Size and Location	:	2.08 +/- acres located along the north side of Milford-Harrington Highway (Route 14) approximately 2,200 feet west of the Route 113 intersection.

I. BACKGROUND INFORMATION:

- The applicant proposes convert 2444 square feet of the existing shopping center into a daycare facility and provide an outdoor, fenced in play area for the children.
- Chapter 230-14(C)(12) states a “day-care center” is a conditional use within the C-3 Highway Commercial zoning district and is subject to City Council approval.

II. STAFF ANALYSIS:

Based on the information presented, the City of Milford Code, and the Comprehensive Plan, staff submits the following regarding the request for the Conditional Use:

- Evaluation based on the criteria found under Chapter 230-48 Conditional Uses.
 - A. The presence of adjoining similar uses.

The site contains an existing commercial strip center that was constructed in the 1980’s and has operated as a mixture of retail, service and food establishments over the past few decades. The applicant proposes to convert the former gas station convenience store on

the east end of the center into a daycare facility. The property is bound to the north by an existing solar panel field zoned R-3, to the west by an existing office building and large vehicle repair, to the east by an existing veterinarian clinic and to the south by industrial uses.

- B. An adjoining district in which the use is permitted.

The proposed use is only allowed by conditional use approval within the residential and commercial zoning districts.

- C. There is a need for the use in the area proposed as established by the Comprehensive Plan.

The Comprehensive Plan designates this area as Commercial, which is intended to provide an area with various types of commercial uses, including retail, office, service establishments, etc.

- D. There is sufficient area to screen the conditional use from adjacent different uses.

The proposed use would be within the existing commercial building, except for the proposed fenced in play area located behind the building along the north side of the existing parking lot. No screening is proposed.

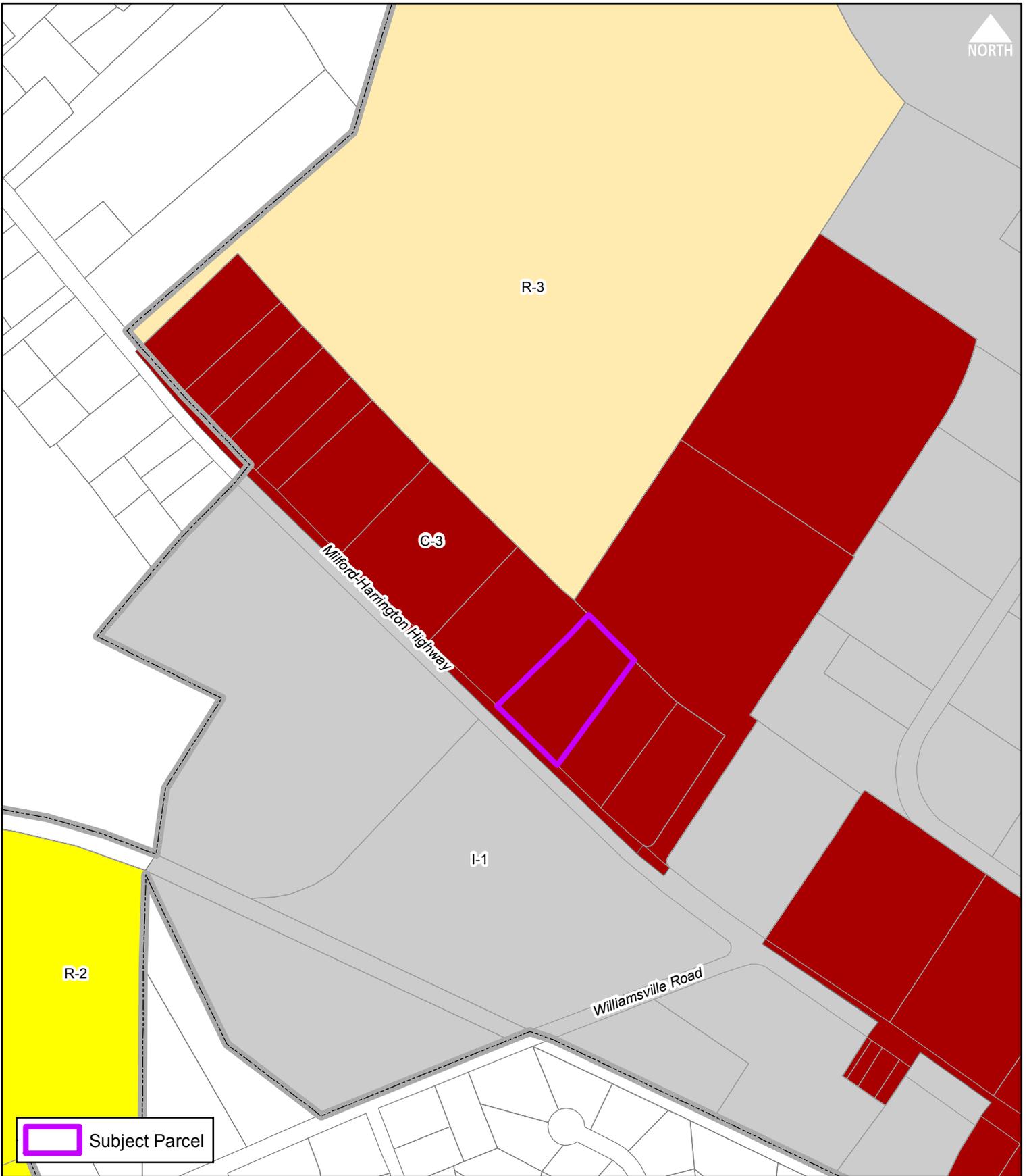
- E. The use will not detract from permitted uses in the district.

The proposed use should not detract from other permitted uses in the district and the use is compatible with the adjacent non-residential lands. Daycares should be located within commercial and residential districts as allowed for in the City Code.

- F. Sufficient safeguards, such as traffic control, parking, screening and setbacks, can be implemented to remove potential adverse influences on adjoining uses.

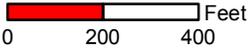
The site is located in an established commercial shopping center that contains a total of 70 parking spaces and has sufficient parking for the proposed use and other existing uses. The previous tenant was considered retail and required a total of 12 parking spaces for the existing 2,400 square feet. The proposed daycare will contain 1 administrative office and 3 classrooms, which requires a total of 6 parking spaces within the shopping center. Setbacks and traffic control are established under previously approved site plan. Screening is not proposed nor recommended.

- If the Planning Commission and City Council elect to approve the applicant's request, staff recommends the following minimum conditions of approval:
 - The applicant must obtain a building permit from the City of Milford for renovations associated with the proposed use, which will require State Fire Marshal's Office and State Plumbing Office approvals.
 - The applicant must submit a scaled striping plan for the parking lot to the City Engineer and State Fire Marshal's Office to review in order to confirm there is adequate drive aisle widths and parking prior to the issuance of a building permit.



 Subject Parcel



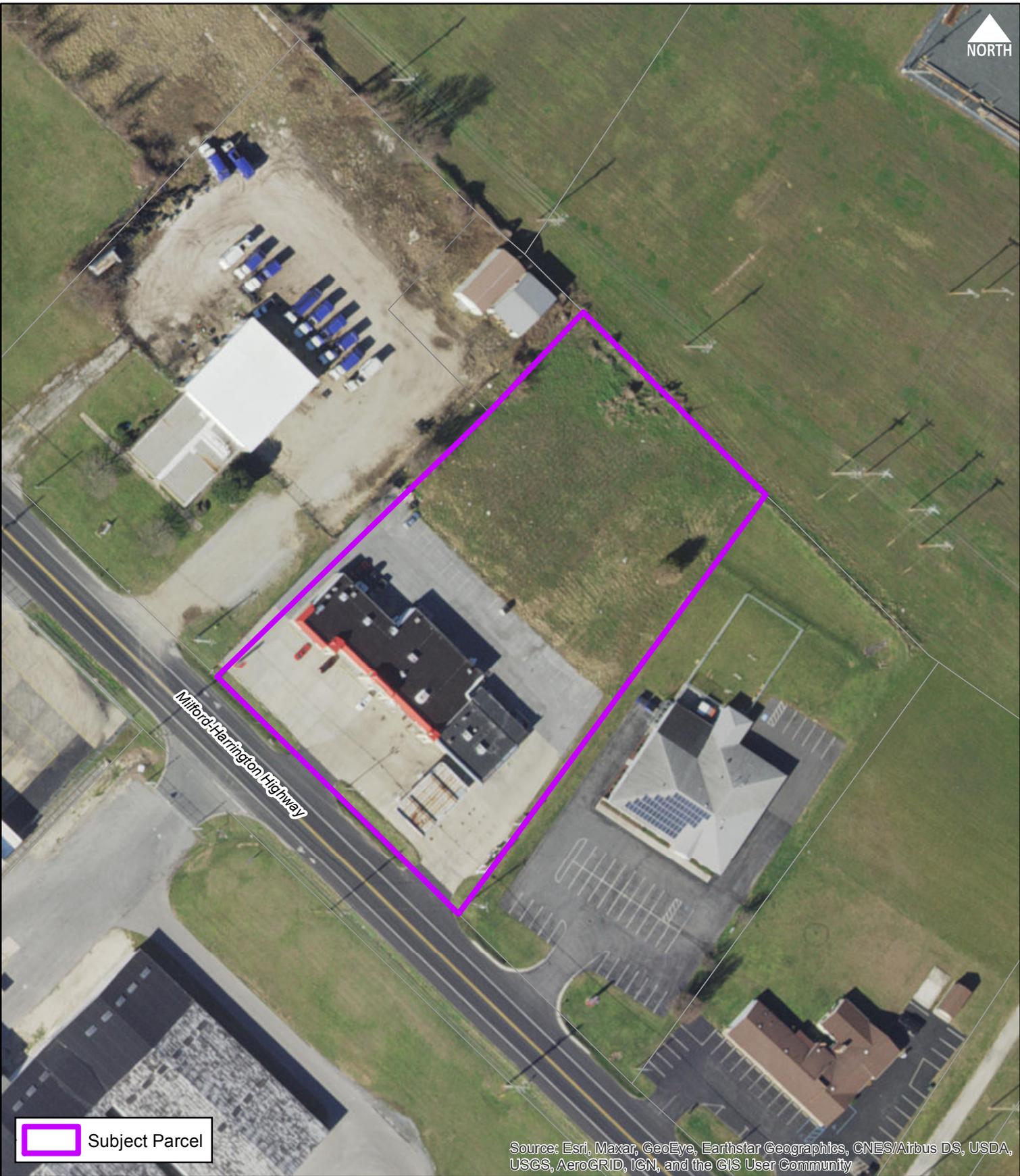
Scale:
 Feet
 0 200 400

Drawn by: WRP Date: 07/01/20

Title:

Conditional Use
Triumph Youth Center
 Location & Zoning Map

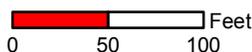
Filepath: ConditionalUse_TruimphYouthCenter.mxd



 Subject Parcel

Source: Esri, Maxar, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community



Scale:  Feet
0 50 100

Drawn by: WRP Date: 07/01/20

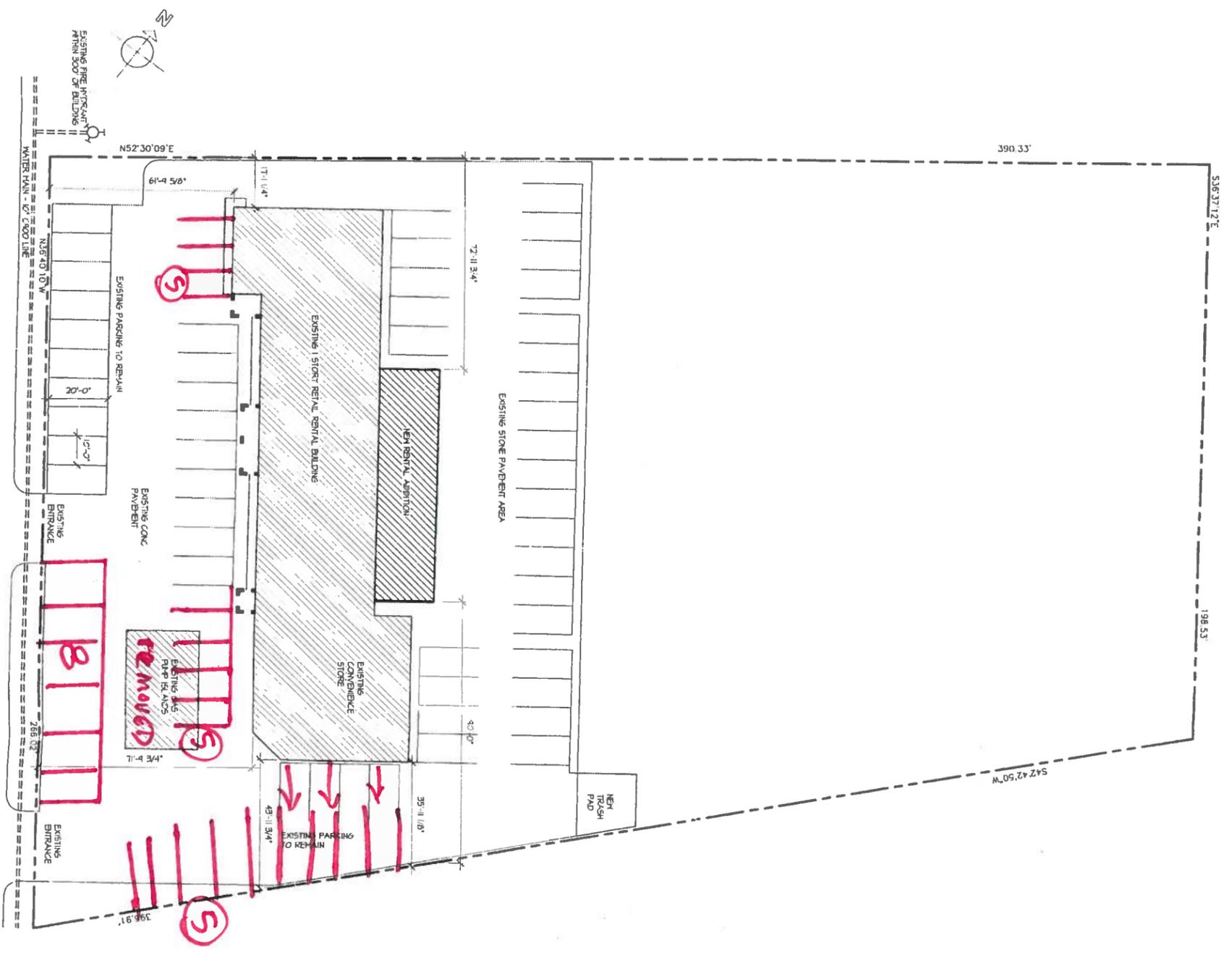
Title:

Conditional Use
Triumph Youth Center
Aerial Map

Filepath: ConditionalUse_TruimphYouthCenter_Aerial.mxd

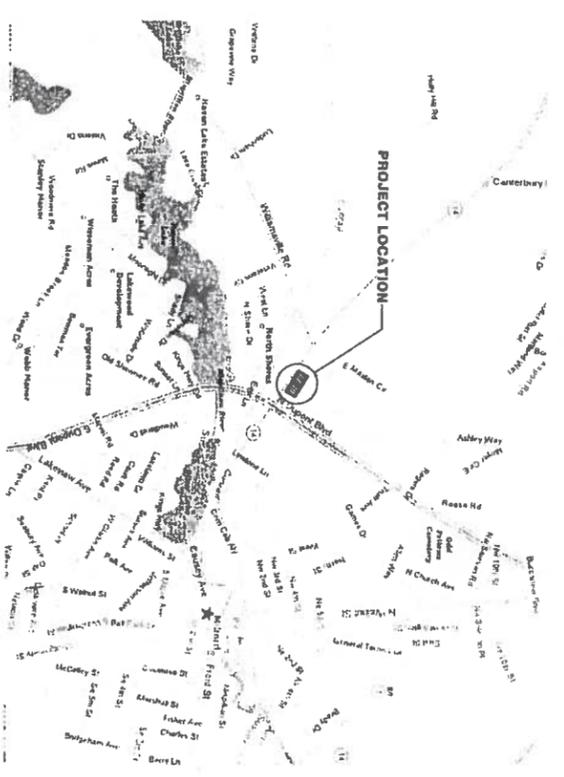
1 SITE PLAN
1"=20'

DELAWARE ROUTE 14
MILFORD - HARRINGTON HIGHWAY
80 FEET WIDE



42
23
65

2 LOCATION MAP
NTS



- NOTES**
1. ZONING DISTRICT C-3, HIGHWAY COMMERCIAL
 2. TOTAL PROPERTY AREA - 40,891 SQ. FT.
EXISTING PAVED AREA - 4,400 SQ. FT.
EXISTING UNPAVED AREA - 3,400 SQ. FT.
EXISTING BUILDING AREA - 8,400 SQ. FT.
NEW BUILDING AREA - 1,500 SQ. FT.
TOTAL BUILDING AREA - 9,900 SQ. FT.
TOTAL LOT COVERAGE - 44,890 SQ. FT.
LOT COVERAGE - 50%
 3. PARKING
TOTAL PARKING REQUIRED -
RETAIL - 1 SPACE PER 200 SQ. FT. OF
RETAIL
= 39 SPACES
TOTAL PARKING PROVIDED = 42 SPACES
 4. SITE INFORMATION, TAKEN FROM SURVEY PREPARED BY ROBERT L. LARIMORE LAND SURVEYOR DATED MARCH 23, 2005.
 5. TAX MAP ID# HD-16-113-00-01-08-00-000
 6. BUILDING CONSTRUCTION, TYPE: V.B.
COMBUSTIBLE, UNPROTECTED.
 7. BUILDINGS TO NOT BE SPRINKLERED
 8. EXISTING BUILDING HEIGHT: 11' ABOVE FINISHED FLOOR
 9. EXISTING FIRE HYDRANT LOCATED WITHIN 300' OF PROPOSED FIRE DEPARTMENT CONNECTION.
 10. LOCK BOX TO BE PROVIDED, INSTALL AS DIRECTED BY THE FIRE DEPARTMENT CHIEF.

THE PROFESSIONAL SERVICES OF THE ARCHITECT ARE UNDERTAKEN FOR AND ARE PERFORMED IN THE BEST INTEREST OF COSMOS PROPERTIES LLC. NO CONTRACTUAL OBLIGATION IS ASSUMED BY THE ARCHITECT FOR THE PROJECT OF ANY OTHER PERSON INVOLVED IN THE PROJECT.

PRINTED 01/18/06 - PER CITY OF MILFORD REVIEW
PRINTED 09/02/05 - FOR CONSTRUCTION

DESIGNED WITH
DRAWN M.F.H.
CHECKED WITH
DATE 09/29/05
SHEET NO. 30517
SCALE AS NOTED
PROJECT NO. C1.1

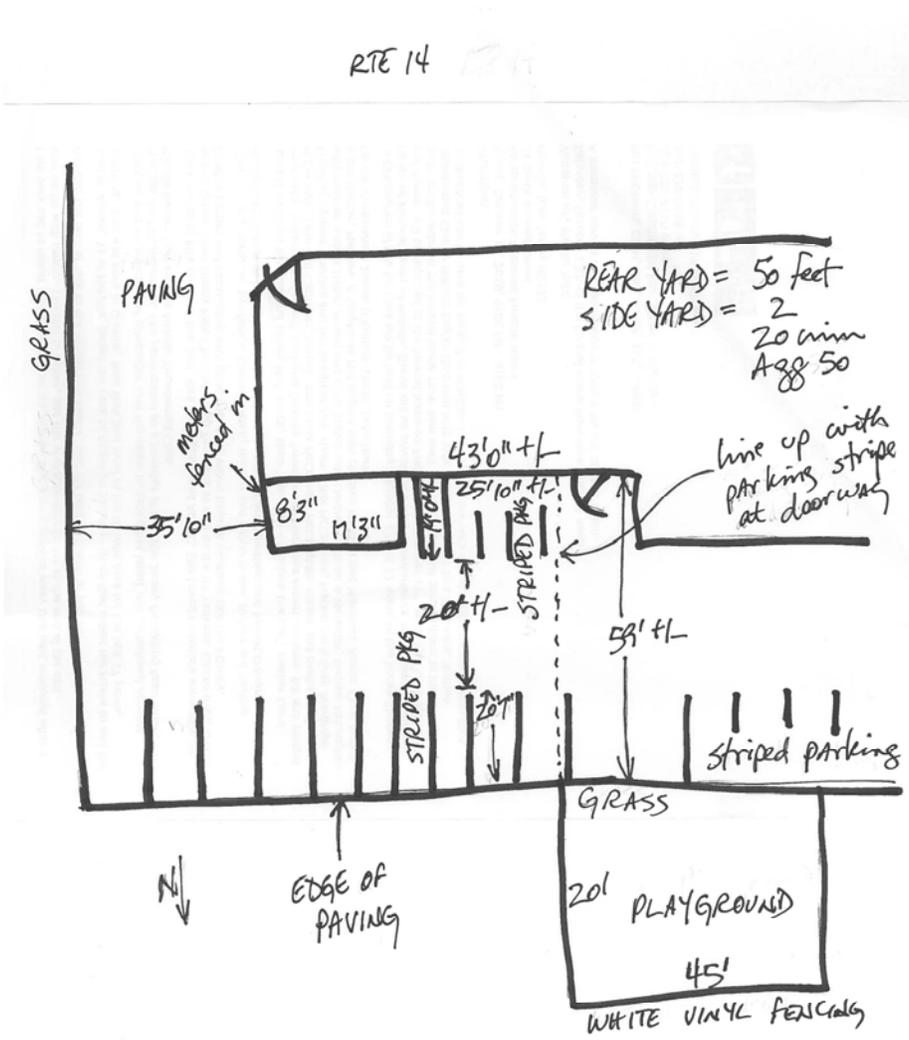
SITE PLAN AND NOTES

RENOVATION AND ADDITION FOR
COSMOS PROPERTIES LLC.
358 MILFORD - HARRINGTON HIGHWAY
MILFORD, DE

W.F.HORN ARCHITECT, INC.
155 NORTH DUPONT HWY., SUITE 7, DOVER, DELAWARE 302 674 1620

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EXHIBIT A TO LEASE AMENDMENT #1



Lessee's Initials

DS

Lessor's Initials

Hattie Harris – Triumph Youth Center

The **goal** is to open a child care facility on the property of 350 Milford Harrington Highway, Milford, Kent County, DE, 19963.

Description of Proposal:

Triump Youth Center would like to provide a large family child care facility up to 12 children which Triumph Youth Center would hire four (4) employees. This will meet Delacare Rules for a Large Family operation.

Hours of Operation

Triump Youth Center will be open seven days a week Sunday through Saturday from 6 a.m. to 10:00 p.m. to service its clients. A playground will be located at the rear of the facility which will be a fenced in which give the students a safe area to enjoy outside games and other activities.

Parking

There are currently 10 paved parking spaces in the existing parking lot in front and on the side of the facility. There are existing businesses which follows Triumph Youth Center. These existing businesses already meet the City of Milford Parking and Loading Standards.

Triump Youth Center has 10 spaces based which meet the City of Milford Parking and Loading Standards.

Daycare

Triump Youth Center has a large great classroom area. The great classroom will also consist of the dining area for children to socialize and enjoy their eating meals. There is one (1) bathroom that will service these facilities. There is a kitchen setup area to prepare nutritional meals.

Site Plan

A site plan has been prepared by Archology Richitecture & Design Service. The plan shows the existing building layout as well as the parking location and entrances.

Sewer Impacts and EDU's

Based on the Kent County sewer guidelines Section 128 -18 there are 3.5 EDU's required for this use.

§ 230-14. - C-3 Highway Commercial District.

In a C-3 District no building or premises shall be used and no building shall be erected or altered which is arranged, intended or designed to be used except for one or more of the following uses and complying with the requirements so indicated.

- A. Purpose. The purpose of the C-3 District is to provide for larger-scale commercial uses that may require large amounts of parking space or have a high traffic impact. These uses generally require locations on major arterial routes and serve both local and regional customers.
- B. Permitted uses. Permitted uses for the C-3 District shall be as follows:
 - (1) Those uses permitted in the C-2 District.
 - (2) Warehouses.
 - (3) Large retail outlets.
 - (4) Indoor storage accessory building.
 - (5) Fast-food restaurants and drive-in restaurants.
 - (6) Supermarkets.
 - (7) Truck and trailer rentals.
 - (8) Roadside produce market.
 - (9) Memorial stone shop.
 - (10) Outdoor commercial recreational facilities, not motorized vehicles.
 - (11) Swimming club.
 - (12) Indoor facility for amusement or assembly.
 - (13) Bus station.
- C. Conditional uses subject to special requirements. The following uses are permitted subject to receiving a conditional use permit by the City Council as provided in Article IX of this chapter:
 - (1) Motels or hotels with a minimum lot size of three acres.
 - (2) Commercial greenhouse.
 - (3) Wholesale establishment.
 - (4) Newspaper publishing or printing establishment.
 - (5) Contractors', craftsmen's or general service shops, including welding and similar shops.
 - (6) Laboratory, testing and research.
 - (7) Car repair shops.
 - (8) Used car lots.
 - (9) Telephone central office or television cable central office.
 - (10) Service station, automobile sales agency, public garage, parking garage or lot, but not including storage of wrecked cars, subject to the following special requirements:
 - (a) All facilities shall be located and all services shall be conducted on the lot.
 - (b) All repair work shall be conducted within an entirely enclosed building.
 - (c) No equipment for the service of gasoline or oil shall be placed closer to any street or property line than 20 feet.

- (d) No portion of such structure or its equipment shall be located within 500 feet of the premises of any school, hospital, church or public recreation building.
 - (e) No service station shall be located within 800 feet of another service station on the same side of the street within the same block.
 - (f) Any such use shall be permitted only where it is determined that it will not materially interfere with the main pedestrian movement in conjunction with a compact retail area.
- (11) Shopping center, subject to site plan review and the following site requirements:
- (a) The total shall not be less than one acre.
 - (b) The site must be served by public water, sewer and electricity.
 - (c) Stormwater drainage. The facilities shall be provided by the developer to handle the increase in stormwater runoff, and he shall make contributions towards the cost of off-site facilities of the shopping center.
 - (d) Traffic and parking.
 - [1] The internal circulation of traffic shall be separated from the external street system, and pedestrian and vehicular traffic shall be separated through traffic control devices and appropriate site design.
 - [2] Access to state highways shall be controlled by the State Department of Transportation.
 - [3] The minimum distance between accessways and a residential district shall be 50 feet.
 - [4] Spacing of accessway.
 - [a] From adjoining property: 50 feet.
 - [b] From minor intersections: 50 feet.
 - [c] From major intersections: 100 to 150 feet.
 - [5] Five and one-half parking spaces shall be provided per 1,000 feet of leasable area.
 - [6] Parking lots shall be attractively landscaped as shown on the general site plan.
 - (e) Setback.
 - [1] From street right-of-way: 15 feet.
 - [2] From nonresidential districts: 15 feet.
 - [3] From residential districts: 100 feet.
 - (f) Buffering and landscaping.
 - [1] There shall be a minimum of a ten-foot landscaped buffer along all lot lines. The screening shall be six feet high near residential districts.
 - [2] Ten percent of the site shall be landscaped and may include features such as pedestrian walking or rest areas and courtyards.
- (12) Day-care centers, with site plan required.**
- (13) Car wash, all types (staffed, automatic, self-service, etc.).
 - (14) Convenience stores with gas pumps.
 - (15) Community residential treatment program.
 - (16) All dwellings other than single-family with a maximum density of 12 units per acre.
 - (17) Business, commercial or industrial uses that do not adversely affect neighboring properties.

(18) Aquarium.

D. Area regulations.

- (1) Minimum lot area shall be one acre.
- (2) Maximum lot coverage shall be 80%.
- (3) Minimum lot width shall be as follows: for an interior lot 150 feet and for a corner lot 170 feet.
- (4) Height of buildings shall not exceed three stories or 35 feet, with the following exception: a motel, hotel, or aquarium may be erected to a height of over three stories, but not over five stories, and not exceeding 60 feet.
- (5) Minimum building setback shall be 30 feet.
- (6) Side yards shall be provided as follows: each lot shall have two side yards a minimum of 20 feet with a minimum aggregate width of two side yards of 50 feet.
- (7) Minimum rear yard shall be 50 feet.
- (8) Parking shall comply with the requirements provided in Article IV of this chapter.
- (9) Landscape screening shall comply with the requirements provided in Article V of this chapter.
- (10) Signs shall comply with the requirements provided in Article VI of this chapter.

§ 230-48. - Criteria for evaluation.

The following criteria shall be used as a guide in evaluating a proposed conditional use:

- A. The presence of adjoining similar uses.
- B. An adjoining district in which the use is permitted.
- C. There is a need for the use in the area proposed as established by the Comprehensive Plan.
- D. There is sufficient area to screen the conditional use from adjacent different uses.
- E. The use will not detract from permitted uses in the district.
- F. Sufficient safeguards, such as traffic control, parking, screening and setbacks, can be implemented to remove potential adverse influences on adjoining uses.

CITY OF MILFORD
NOTICE OF PUBLIC HEARINGS

Planning Commission Hearing: Tuesday, July 21, 2020
City Council Hearing: Monday, July 27, 2020

NOTICE IS HEREBY GIVEN that the following Ordinance is currently under review by Milford Planning Commission and City Council, with action scheduled to occur on the date(s) so indicated:

ORDINANCE 2020-22

Cosmo Properties LLC for a Conditional Use to allow a Daycare to be known as Triumph Youth Center on 2.08 +/- acres in a C3 Zoning District. Property is located along the north side of Milford-Harrington Highway, approximately 2,200 feet west of the Route 113 intersection, addressed as 350 Milford-Harrington Highway, Milford, Delaware. Present Use: Shopping Center; Proposed Use: Same with Daycare. Tax Map: MD-16-173.00-01-08.00

WHEREAS, the owners of the property as above described herein have petitioned the City of Milford for a Conditional Use to allow a Daycare; and

WHEREAS, the City of Milford Planning Commission will consider the application at a Public Hearing to allow for public comment on July 21, 2020; and

WHEREAS, Milford City Council will hold a Public Hearing on July 27, 2020 to allow for public comment and further review of the ordinance.

Dates.

Planning Commission Review & Public Hearing: July 21, 2020

City Council Introduction: July 13, 2020

City Council Public Hearing: July 27, 2020

Effective: August 6, 2020

For additional information, please contact Rob Pierce in the Planning & Economic Development Department either by e-mail at RPierce@milford-de.gov or by calling 302.424.8396.

Advertised: *Beacon 062420*