

City of Milford



CITY COUNCIL AGENDA

Monday, July 12, 2021

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

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/99156131279>

Members of the public may also dial in by phone using the following number:

Call 301 715 8592 Webinar ID: 991 5613 1279

Public Comments are encouraged on the items noted on the agenda and may be submitted via email to cityclerk@milford-de.gov no later than the start of the meeting. Attendees may also alert the City Clerk they wish to speak at the appropriate time by submitting their name, address, and agenda item via the Zoom Q&A function or by using the Raise Your Hand function during the meeting. All written comments received will be read into the record during the meeting.

WORKSHOP

6:30 PM

ARPA Review

6:45 PM

Police Facility Project Update/Construction Manager Update

7:00 P.M.

COUNCIL MEETING

Call to Order - Mayor Archie Campbell

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

New Employee Introductions

Staff Reports (Chief Brown)

Monthly Police Chief Report

Monthly City Manager Report (Departments)
Public Works Department
Planning & Economic Development Department
Parks & Recreation Department
Human Resources
Economic Development & Community Engagement
IT Department
Finance Department

Monthly City Finance Report

Committee & Ward Reports

Communication & Correspondence

Unfinished Business

Award/Contract/Police Station Construction Manager

New Business

Ordinance Introductions:

ORDINANCE 2021-11

Authorizes the Annexation of Lands owned by
Walter G. & Sharon A. Feindt, Trustees and the Change of Zone from AR-1 (Agricultural Residential)
to C-1 (Neighborhood Commercial).
Property is located along the east side of S. Rehoboth Boulevard, approximately 1,150 feet south of the
SE Second Street intersection.
Present Use: Vacant; Proposed Use: Same.
Tax Map 3-30-11.00-044.05, 044.06 & 044.07

ORDINANCE 2021-14

10 Front Street LLC
0.089 +/- acres located along the south side of NW Front Street,
approximately 75 feet west of the N Walnut Street Intersection
Addressed 10 NW Front Street
Application Type: Conditional Use
Comprehensive Plan Designation: Commercial
Zoning District: C-2 (Central Business District)
Present Use: Mixed Use – (2) Commercial Tenant Spaces and (3) Apartments
Proposed Use: Mixed Use – (2) Commercial Tenant Spaces and (5) Apartments
Tax Parcel: MD-16-183.10-04-48.00

Adoption/Fund Balance Policies

Adoption/City Emergency Plan

Executive Session

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

Potential Vote/Collective Bargaining Matter

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.

05/03/2021 06/25/2021



American Rescue Plan Act Fiscal Recovery Funds

An overview of eligible uses and restrictions

ARPA Funds Overview

- Fiscal Recovery Funds allocated to the state and then reallocated to local governments by the state
- Milford will receive \$6.34 million total in ARPA funds in two installments
 - \$3.17 million released by Treasury in June 2021
 - \$3.17 million will be released in 2022
- Purpose of ARPA Funds is to address demands and needs created by the COVID-19 Pandemic



Four Main Eligible Uses



Public Health and Economic Impacts



Premium Pay



Revenue Loss



Investments in Infrastructure

Public Health and Negative Economic Impacts



- Addresses negative impacts of COVID-19 on health, mental health, the economy and businesses
- Designed to address areas where COVID-19 has negatively impacted the ability of necessary services to function

Public Health Uses

- COVID-19 Mitigation
 - Vaccines, medical care, testing, prevention, bolstering of public health infrastructure
- Medical Expenses
- Behavioral Health Care
 - Mental health treatment, crisis intervention, hotlines and warmlines, substance misuse treatment
- Public Health and Safety
 - Administration of services, payroll and benefits for related personnel (only for the amount of their time that is spent on COVID responses)
- Improvement of Public Health Outcomes
- Planning and analysis to improve programs targeting COVID-19
- Disparities in Public Health Outcomes
 - Addressing groups who are unusually negatively impacted by COVID-19, housing and support services, assistance for applying for health benefit aid, remediation of lead paint issues etc.

Negative Economic Impacts

- Assistance to Unemployed Workers
 - Job training for those unemployed before or during the pandemic
- State Unemployment Insurance
 - Deposits into the State Unemployment Trust Fund
- Assistance to Households
 - Food, rent, mortgage, utility, homelessness prevention, cash assistance, emergency assistance, internet access, job training, survivor's benefits
- Improvement of Economic Relief Programs
 - Data analysis, targeted consumer outreach, impact evaluations etc.
- Small Businesses and Nonprofits
 - Loans or grants, assistance for COVID prevention and mitigation, technical assistance for business planning

- Rehiring State, Local and Tribal Personnel
 - Payroll, covered benefits, other costs (up to the pre-pandemic staffing level)
- Aid to impacted Industries
 - Tourism, Travel and Hospitality
 - COVID mitigation and prevention to enable safe resumption of industry
- Investments in Housing and Neighborhoods
 - Services for homelessness, affordable housing development, housing vouchers, residential counseling, etc.
- Addressing Educational Disparities
 - Early learning services and administration, assistance to high-poverty school districts, evidence-based services and practices for academic, social, emotional and mental health needs
- Promoting Healthy Childhood Environments
 - Expanded childcare, enhanced child-welfare programs, home visiting program

Premium Pay



- Designed to provide compensation to essential workers for their extra hours, increased risk and increased work load because of the pandemic
- Created to be additive to a worker's normal earnings and may not be substituted for normal earnings

Revenue Loss



- Designed to compensate state, local and tribal governments for lost revenue due to the pandemic
- May only be used to substitute lost revenue over the period of the pandemic and may not be used to add revenue or in place of particular revenue sources
- The Interim Final Rule provides a formula designed to calculate lost revenue due to the pandemic with a growth adjustment of approx. 4.1%

Investments in Infrastructure



- Designed to provide support for investments in critical areas such as water, sewer and broadband
- Only includes water, sewer and broadband (other infrastructure, such as roads, are not included)

Water/Sewer and Broadband

- Water and Sewer
 - Eligible uses are those which are affirmed under the Clean Water State Revolving Fund (CWSRF) and the Drinking Water State Revolving Fund (DWSRF)
 - Construction, improvement and repair of wastewater treatment plants, improve weatherization, create green infrastructure, reduce pollution and protect water from pollution
 - Installation and replacement of failing treatment and distribution system
- Broadband
 - Must provide services that meet at least 100 Mbps minimum
 - Services must go to unserved or underserved households and businesses



Four Main Restrictions



NO deposits into pension funds



NO offsetting a reduction in net tax revenue



NO use of funds as non-Federal match where prohibited



NO use of funds to directly service a debt, satisfy a judgment or settlement, or contribute to a rainy-day fund

Identified Uses for Milford's ARPA Funds

- The FY22 Budget Identified \$5.0 Million in Eligible Uses
 - \$4.4 million in eligible capital projects
 - \$2.5 million in Water Fund
(primarily lead water line replacement)
 - \$1.0 million in Street Repairs
(\$0.5mm flood mitigation / \$0.5mm restore streets impacted by eligible projects)
 - \$0.5 million in Sewer Fund infrastructure
(mix of pump station upgrades, I&I mitigation & sewer line rehab)
 - \$0.1 million for Stormwater Maintenance (leaf & debris mitigation)
 - \$0.1 million for Utility / Data Security (eligible component of larger IT project)
 - \$0.2 million across departments (HVAC/air quality & remote operations support)
 - \$0.6 million in eligible operating budget support
 - \$0.3 million Community Support (existing, legacy programs)
 - \$0.2 million Revenue Recovery (must be used for same purpose as lost revenue)
 - \$0.1 million Police Department Behavioral Support
- Balance of \$1.3 million in funding TBD
 - Expanded Community Support Initiatives
 - Broadband Expansion





TO: Mayor and City Council

THRU: Mark Whitfield, City Manager

FROM: Michael Svaby, Director, Public Works

DATE: July 9, 2021

RE: Recommendation for Award of Construction Management Agency Contract for PD Building

Executive Summary

In proceeding with design work on the new PD headquarters Building, a panel was formed consisting of the City Manager and key personnel from the Police and Public Works Departments. One outcome of this panel's work was the determination that the PD Headquarters Project's design and construction effort is of sufficient level of complexity to warrant the assistance of a Construction Manager (CM). Between the dates of April 15th, 2021 and July 7th, 2021, the panel conducted a procurement process to solicit, receive, and rate submitted proposals for Construction Management firms on both a qualitative and quantitative basis. A full evaluation and interview/presentation procedure reviewed a count of nine submitted proposals, culling the group down to a short-list of 3 candidate firms, all of which were determined qualified. Through negotiations and a uniform fact-finding process conducted equally and without bias to each of the 3 shortlisted candidates, the panel is recommending award of a CM/Agency Contract to Richard Y. Johnson and Sons, Inc (RYJ).

Background and Detail

After determining a CM would be the best approach on this complex a project, a Request for Proposal (RFP) was advertised in multiple written media as well as the City's website for two consecutive weeks. This RFP gave general information about the Building Project itself as well as estimated timelines for the procurement. The solicitation included a copy of the rating/evaluation scoresheet to enable firms to be aware of the components being evaluated and their respective weights in the final score toward achieving shortlist status. The panel initially rated all nine firms, leading to identification of a shortlist of the top three rated firms. In order of raw score, Whiting Turner (W/T) was first, Richard Y. Johnson was second and GGA/Willow (GGA) Construction was third.

These three firms were then scheduled to come to Public Works and give a 45-minute, timed presentation, allowing for a 15-minute question and answer period to be led by the panel. All three short listed firms were given a copy of the shortlist/rating evaluation scoresheet.

On May 20th, 2021, each of the three firms gave their presentations and were evaluated. The outcome of these evaluations reflected once again that W/T was ranked first, RYJ was ranked second and GGA was ranked third.

In the days immediately after the presentations, the Public Works Director began a negotiation/fact-finding effort, beginning with W/T due to their ranking in the presentation scoring. Questions were developed that would identify and rate qualitative and quantitative factors (including price) as submitted by each of the three qualified firms. The information solicited in identical fashion from each and received on or before the identified due date included:

- 1) Formatted Price (PreCon, Design and Estimating Assistance; Construction Phase Management - as a percentage of Construction Cost, fixed price for reimbursables, and terms and conditions)
- 2) Fixed Price ranking only
- 3) Change Order Fee
- 4) Historic starting and finishing project cost/# of change orders issued
- 5) Average Fee Charged for CM/A contract over last 5 years
- 6) What percent of the Firm's fee was comprised of insurance cost
- 7) Number of CM/A projects undertaken in the last 2 years
- 8) Percent of projects held that led to further award to DE subcontractors
- 9) Differences in working day count between planned and actual with earliest finish being most preferred
- 10) Differences in working day count between planned and actual with closest to planned being most preferred

The firms were then ranked on each of these factors, relative to one another (i.e., most preferred, less preferred, least preferred).

RYJ was in first place overall, capturing 9 of the 10 most preferred factors. W/T had least preferred in 6 of the 10 factors. GGA had 1 most preferred, 3 least preferred, and 6 that were in between most and least preferred.

These factors and the related information provide the indication that RYJ is both best on price (quantitative) and best on qualitative factors that were deemed important in making this procurement.

Recommendation

The range of information sought and received about the three shortlisted firms reflects a fee structure, relevant experience, location/site presence, and an approach and commitment to success that best benefits the City of Milford under partnership with RYJ. Consequently, the panel recommends RYJ be awarded a CM/Agency contract to begin working with the Project Architect/Engineer Becker Morgan as Construction Manager for the Project.

Council Follow Up Request

Friday, July 9, 2021
Milford DE Police Headquarters

1) Scores from Presentations:

	WT	RYJ	GGA
Total	458	431	420

2) Bid/Quotes of Top Three Candidates:

Fill in Final Awarded Bid Const Cost>>>>>		Whiting Turner		Richard Y Johnson		GGA/Willow	
		%	\$	%	\$	%	\$
<i>Submitted Price</i>	Precon, Design and Estimating Assistance		\$ 20,000		confirmed/no cost		\$ 15,000
	Construction Phase Management (% of Const Cost)	3.50%		3.00%		3.80%	
	Reimburseable Cost Quote (Gen Cond's)		\$ 669,000		\$ 266,260		\$ 525,000
	T's and C's		AIA C132-2019		AIA C132-2019		AIA C132-2019
<i>Extrapolated Example</i>			\$ 20,000				
			\$ 16,000,000		\$ 16,000,000		\$ 16,000,000
		3.50%	\$ 560,000	3.00%	\$ 480,000	3.80%	\$ 608,000
			\$ 669,000		\$ 266,220		608000 \$ 525,000
	Total Price Comparison Based on Constr Cost Assumption Above		\$ 1,249,000		\$ 746,220		\$ 1,133,000



The background of the image is a stylized American flag with a dark blue field containing white stars and alternating red and white horizontal stripes. The flag is slightly wavy, giving it a sense of movement.

The Pledge of Allegiance

I pledge allegiance to the flag
of the United States of America,
and to the republic for which it stands,
one nation under God,
indivisible, with liberty and justice for all.

POLICE COMMITTEE

Minutes of Meeting

March 8, 2021

The Police Committee of the City of Milford convened their meeting by way of video conferencing on Monday, March 8, 2021. The meeting was available for public view and participation as permitted.

PRESIDING: Chairman Mike Boyle

IN ATTENDANCE: Mayor Archie Campbell
Councilmembers Andrew Fulton, Doug Morrow and Jason James Sr.

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

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 March 8, 2021 Police Committee Meeting Agenda for additional information.

Chief Brown had talked with other City Council members and invited them to attend the Police Committee meeting as well.

Call to Order

Chairman Boyle called to order the Committee Meeting at 5:01 p.m. and asked Chief Brown to update the committee on the new Behavior Unit.

Behavioral Health Unit Update

Chief Brown reported that the behavior unit is just about up and running within the department. He plans to introduce the contracted employee at the City Council meeting later this evening.

The Chief asked to share the screen though it was determined the only presentation in the packet was related to the take-home vehicles and not the Behavior Unit.

Take-Home Vehicles

Police Facility Design Updates/Becker Morgan Group

Chief Brown said he wanted to present Council with an idea he had this evening. While it has been talked about in the past, it has not been considered because of the enormous costs. The challenge right now is as a lot of you know, recruitment and retention.

Police across the nation are having a tough time recruiting officers, and Milford's applicant numbers are less than a third in comparison to six years ago. And even when 100 applicants were tested, it would be reduced to maybe six candidates that were actually qualified. Now the department is only getting 20 to 30 people apply each year. A lot of time after they go through testing, they may end up with one or two qualified applicants.

For instance, he had one that applicant just this week or last week. We got his final testing done and he was planning to enter the Dover Academy in April. Then they got themselves in a jam over the weekend so they had to disqualify him.

Chief said there is a huge expense in the hiring process of testing and completing all those tests. Psychological tests alone are in the neighborhood of \$400 and another \$450 has to be paid for the medical. The written test alone is \$100. All these things add up, not counting the time that is needed for the backgrounds that usually takes one officer at least two weeks to do.

He pointed out there is a shortage of qualified candidates and police departments are competing against each other for certified officers today. And to do that, a lot of departments are offering big sign-on bonuses and increased salaries and take-home vehicles. They are doing this because of the high cost to hire and train an officer so there needs to be some benefits.

Chief Brown shared the costs involved in hiring and training an officer:

\$50,000.00 Salary
\$26,000.00 Benefits package
\$3,950.00 Hiring costs
\$4,040.00 Academy costs
\$3,736.00 Uniforms & Equipment
\$87,726.00 or around \$90,000

He reemphasized that one of the big things for these young officers today are take-home vehicles and all the other departments know that and the majority have jumped on board and are giving their officers take-home vehicles. This is especially the case in the smaller departments in Kent and Sussex Counties.

More officers are finding the take-home vehicles very appealing and they are willing to leave a municipality like Milford to go to a department that has six or seven officers, because they get a car to take-home. He reiterated that has become very, very appealing to them. He is experiencing a serious recruitment retention issue because of losing officers to those smaller departments.

Even when he is ready to hire an officer, they choose that jurisdiction over Milford because the other jurisdiction has a take-home car program. He said that Chief Hudson can even verify this has been a problem for many years. He always tried to handle it and fight it off internally, because he knew that the cost is so astronomical because of the number of officers Milford has.

Chief Brown added that this is not just the cost of purchasing the vehicle, but also the equipment that goes into the vehicle.

Prior to today, the cost of implementing such a program could not have been pursued, but at this moment Chief Brown has come up with a golden opportunity to offset a large portion of these costs through savings on the new building.

He explained that by having a take-home car program, they will be able to eliminate the locker room because the officers would change at home before and after they enter and exit their police vehicles.

He has been in talks with Becker Morgan and they've done some research behind the scenes and came up with doing away with 1,800 square feet of the locker room for savings of \$450,000. He also looked at their plan that had 92 parking spaces in the back. By not every officer coming in their personal vehicle and the police vehicles being there instead, they will not need that many parking spots. He figures they can also cut down on the expenses of the parking lot which Becker Morgan believes is another \$60,000 savings.

Chief Brown further added that with the smaller building, the overall energy costs will also be reduced each year. Though they are unsure of those exact numbers, they do know that there will be a real savings of at least \$510,000 by eliminating part of the parking lot and most of the locker room.

The most comprehensive study regarding take-home vehicles was done by the City of Tacoma, Washington. They used the outside consulting firm of Mercury Associates. The lead analyst was a professor from the University of North Carolina. The consultant's report compared a fleet of 30 assigned vehicles to a pool of 34 vehicles. The study covered an 8-year accounting period. In this study they found the following:

- Operating costs per mile were 30% lower for assigned vehicles.
- Assigned vehicles went without replacement twice as long as pooled
- Assigned vehicles had much lower accident and repair costs (\$8,400 compared to \$1,375)
- On average using a pooled vehicle took 28-40 minutes per day to checkout, load, and unload (equates to 13 non-productive days per year).
- Officers render a significant amount of service while "off-duty"

Hampton, Virginia Police Department did a study that supported their take-home fleet program. It showed that both maintenance costs and operating costs were lower for take-home cars versus pool cars. Maintenance costs were \$0.16 per mile versus \$0.19 per mile on pool cars, a 16% savings. They also found a 15% savings in operating costs, \$0.17 per mile versus \$0.20 per mile for pool cars. This study also found fewer accidents occurred with assigned cars Hampton Virginia police department, they did a study and that supported their take-home program.

He referenced an article in Law and Order magazine that talks about how initial startup costs can be a concern, but net savings occur due to lower maintenance costs and extended vehicle life. It also notes that the cost of the increase in fleet size begins to be offset by lower maintenance cost by the second year. In the fourth year, vehicle replacement costs drop significantly because the take-home cars accumulate fewer miles. Common sense tells me that that's very predictable because right now, you know our cars are running 24 seven.

The Daytona Beach Police Department operates a fleet of 340 vehicles. The fleet manager faced with cost cuts believes one of his biggest successes has been implementing a Take-home fleet program. Maintenance and repair costs have gone down on the program vehicles. Officers take better care of the vehicles than pool cars because no one else can be blamed for poor care. They also don't run the vehicles as hard, which is better for fuel mileage. He states "The user will keep the vehicle cleaner, inspect it on a regular basis, answer up to damage, and generally take more pride".

Chief said that his common sense again tells him that's exactly what will happen.

Other advantages to take-home cars:

- More police units on the street. Citizens will see a more visible police presence and so will potential offenders, offering a deterrent effect.
- Creates a rapid response to emergency callouts.
- Officers take ownership and treat vehicles as their own.
- Surveys note officer morale is considerably higher with assigned cars advantage from the potential burglars out there, armed robbers or anything like that they're seeing more police vehicles, so it has a good deterrent effect.

Chief Brown said the big drawing card here is the officer morale. Milford just lost an officer to Smyrna Police Department. That officer told his sergeant that the reason he was leaving Milford is because Smyrna gives their officers take-home cars.

He then reviewed the total cost per vehicle:

New Patrol Vehicle Costs- Road Ready

2021 2wd Tahoe	\$37,992.00
LED Spotlight left side	\$360.00
Required Equipment attached to vehicle	
Axon Camera System with Cradlepoint Router	\$2,596.00
Federal Signal Light Bar/Siren/Speaker with Bracket and controller	\$2,881.25
8 external lower-level warning lights for grille side and rear of vehicle	\$778.72
Tail light flashers	\$39.38
Partition between driver and passenger	\$679.20
Polycarb prisoner seat with partition between prisoner and rear cargo area	\$1,359.15
Side window protectors for prisoner transport	\$215.20
Single weapon Rifle locking rack	\$543.20
Electronics Console	\$1,399.00
Power panel for computer, radar, printer	\$28.86
Computer Table	\$245.07
Radio *Estimate only. Cannot provide an exact current figure	\$4,987.00
Installation of above via DIVCOM Contract	\$900.00
Graphics and Installation	\$850.00
Inside the vehicle equipment-Not hard mounted	
Computer - Dell latitude series	\$1,118.00
DC Power for Computer	\$70.00
Printer-Brother PJ 723	\$449.00
Power cord and com cable for printer	\$30.00
Patrol rifle with sights and light	\$1,400.00
Fire Extinguisher- ABC 5LBS	\$70.00
Door unlock Kit with case	\$105.00
Active Shooter kit (includes level 3 Armour)	\$700.00
Forcible Entry kit (Rescue)	\$700.00
First Aid Kit	\$112.61
Water Rescue Rope	\$54.99
Storage Box	\$80.00
electronic Flares	\$301.99
regular Flares	\$112.99
Leg Irons	\$78.99
Extra Cuff's (one)	\$29.99
Crowd control OC Spray	\$58.99
evidence collection Kit	\$90.00
Traffic Radar- Stalker dual	\$2,128.00
5 traffic cones (full size)	\$187.99

Total for fully equipped patrol vehicle	\$63,732.57
Recurring Monthly Access fee for modem	\$40.25

He said he will need fifteen cars to implement this program at the following estimate:

- 15 X \$63,732.57 = \$955,988.55
- 15 X \$40 = \$520 recurring per year modem cost

Though Chief feels that sounds like another big number, he believes this can be done right now because the building won't be complete until at least the spring of 2122. However, he is also willing to consider a three-year implementation with five cars purchased per year for the years 2021, 2022, and 2023. Five cars per year would come at a cost of \$318,662.85 per year until every officer was provided a vehicle. After that, vehicles would need to be purchased on an annual basis. Mayor Campbell asked how many cars are currently being taken home? Chief Brown replied staff, detectives and K-9 which totals five staff members. The fifteen vehicles will provide all the vehicles needed for the department.

Councilman Fulton asked who would be responsible for accidents while off duty; Chief Brown replied it would be City insurance.

Councilman Fulton asked about requirements of who could be in the vehicle and would it only be the officer or could they have guests? Chief Brown replied that a policy would be in place that would need to outline those guidelines.

Chief Brown explained that there are grant opportunities that he plans to look into to help offset the cost of this proposed program as well.

Councilman James asked the current life of the vehicles now and how long it is anticipated to run these cars if it was a take-home vehicle; Chief Brown replied that currently, they last about three to four years and he expects these vehicles will last seven to eight years because of the take-home vehicle program.

A discussion was held about the potential cost savings over the next three years as well as the benefit of recruitment and retention.

Mayor Campbell shared that in his discussions with other Mayors, some of them have a limitation as far as how far an officer can live from the station especially with take-home vehicles. He asked if that would be proposed in this situation; Chief Brown replied that can be discussed later if he decides to move forward with this program. However, a decision needs to be made if this can move forward prior to them getting too far along in the design of the new building.

Councilman Boyle shared that the money for the program will need to come through other resources and if any input could be provided regarding the finances. Councilman James stated that it cannot be a part of the bond proceeds because it will be a general fund expenditure. The timing is good looking into this since the budget season is upcoming.

Councilman Boyle did express concerns that the square footage could be needed a few years from now. Chief Brown replied that the locker room is the only thing that is being reduced. Their vehicle will become their locker room because all of their equipment will be stored in their car. He emphasized that as long as take-home cars are continued, there will not be a need for any locker room.

Councilman Boyle asked for other Council members' input.

Councilman Fulton shared that he thought it was a good opportunity and recommends it be taken to the full Council for further discussion. If a successful tool for retention, he also hopes our officer will relocate closer to Milford.

Councilman Morrow agreed with what Councilman Fulton shared.

Councilman James added that he felt that this is good timing because Chief feels this is needed as a recruitment and retention tool. The finance director will be able to provide the impact on the budget and general fund.

Mayor Campbell shared in his discussions with other Mayors he is close to, that take-home vehicles can be a big selling point for hiring. It was suggested by Council that a comparison with other police departments also be done to provide more accurate information.

Councilman Morrow made a motion to take the discussion of take-home vehicles to full City Council; Councilman Fulton seconded the motion. The motion pass with all ayes.

The Director of Finance shared that the toughest part for these numbers will be the insurance portion. He is not sure how soon he will be able to get those numbers together though he plans to have them available for Council at their next meeting.

ADJOURNMENT

There being no further business, Councilman Morrow made a motion to adjourn the Police Committee meeting. Councilman Fulton seconded the motion. Motion carried.

The Police Committee meeting adjourned at 5:56 p.m.

Tracy N. Torbert
Transcriptionist

MILFORD CITY COUNCIL

Minutes of Meeting

March 22, 2021

The City Council of the City of Milford convened their regular meeting by way of video conferencing on Monday, March 22, 2021. The meeting was available for public view and participation as permitted.

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, City Clerk Terri Hudson and Police Chief Kenneth Brown

COUNSEL: City 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 March 22, 2021 Council Meeting agenda for additional information.

CALL TO ORDER

Mayor Campbell called the regular meeting to order at 7:02 p.m.

PLEDGE OF ALLEGIANCE & INVOCATION

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

PUBLIC HEARINGS

ORDINANCE 2021-03/CONDITIONAL USE

Equitable Owners/Applicant Jason L. Sr. & Pamela T. James, on behalf of the City of Milford, submitted a Conditional Use application petition to construct a 4,000 square foot building to be used as a personal fitness business on 1.0 +/- acres of land on Lot 8 of Independence Commons.

Address: 206 Liberty Way

Present Comp Plan Map Designation: Commercial

Present Zoning District: OC-1 (Office Complex District)

Present Use: Vacant

Proposed Use: Personal Fitness

Tax Parcel: MD-16-173.00-01-02.12

Councilman James asked to recuse himself from this public hearing due to him being the applicant on this project. P.E. Tim Metzner from Davis, Bowen and Friedel was present to speak on the application

Director Pierce reviewed the Staff Analysis and Report included in the packet.

Mr. Metzner from Davis, Bowen and Friedel spoke on the conditional use application that would allow a personal training business. Currently, the owner has a business at a different location in the City but has outgrown that facility. Their plan is to relocate within the City of Milford and have chosen the location at the Independent Commons Business Park.

The proposed building is approximately 4,000 square feet and will consist of one office, two restrooms, mechanical room and the remaining space will remain open. The entrance and exit will be off of West Liberty Way. Utilities will be provided by the City of Milford.

The business sign is located just to the right at the entrance. The hours of operations are being proposed to remain the same as they currently exist beginning at 6:30 a.m. and close at 7:00 p.m. All the training sessions will be by appointment only.

A favorable recommendation was received from the Planning Commission for the conditional use along with the preliminary site plan approval.

Mr. Metzner solicited any questions. Councilman Culotta commented that it is nice to see an entrepreneur that started a business in Milford have the ability to grow here.

Councilman Boyle asked the timeline to build. Mr. Metzner replied as soon as approvals are received. Currently, the project is in the design phase and the owner hopes to have this facility open by the end of the year.

Mayor Campbell solicited any questions or comments from the public. With none being heard, Mayor Campbell closed the floor to public comment.

Councilman Fulton asked when the engineering plans will be submitted to the City Engineer; Mr. Metzner noted they are currently working on them and he anticipates completion within the next few weeks.

Councilman Fulton asked if this was more of a medical care or physical fitness site since most of the clientele are referred by doctors or chiropractors. Mr. Metzner explained this is a personal training business so there are athletes that train there, in addition to the general public.

Councilman Boyle made a motion to approve Ordinance 2021-03 and authorize the Conditional Use. Councilwoman Wilson seconded the motion. Motion carried by the following unanimous 7- 0 roll call vote:

Councilman Baer votes yes in support of new businesses and reasons related to the Planning Commission's approval and that it is great to have an expansion of a current business.

Councilman Culotta votes yes for reasons stated earlier; he is actually pleased to see a small business owner make an investment in Milford and for the reasons of the Planning Commission approval.

Councilman Boyle votes yes; the application meets the requirements of Chapter 230-48 for a conditional use within OC-1 zoned area.

Councilwoman Wilson votes yes, based on the Planning Commission recommendation and the wonderful opportunity this provides the community.

Councilman Marabello votes yes, based on the Planning Commission's recommendation and the conditional use is acceptable under OC-1.

Councilman Morrow votes yes based on the approval of the Planning Commission.

Councilman Fulton votes yes due to the application meeting the requirements of the conditional use in Chapter 230.

CORRESPONDENCE & COMMUNICATIONS

Councilman Boyle reminded everyone that April 24th is day of the Milford Citywide Clean Up Event.

Councilman Baer thanked City Manager Whitfield and Director Pierce for having Evans Road cleaned up.

Councilman Baer received a notice that Comcast reported the postponed implementation of 1.2 TB data caps and fees in its Northeast service areas, including the Delaware/Maryland/Virginia region, until next year.

UNFINISHED BUSINESS

Ratification/Milford Public Library Annual Agreement/Addendum

City Manager Whitfield referenced the survey included in the packet and prepared in November of 2005 showing the abandonment of Pearl Alley and the exchange of land between the City of Milford and the Milford District Free Library Commission. The survey shows Parcel E containing the northern portion of the library parking lot being conveyed from the City to the Library and Parcel D containing a portion of the amphitheater being conveyed from the library to the City. The survey was recorded with Sussex County Recorder of Deeds in 2009 along with a conveyance deed for the alley abandonment.

No conveyance deeds were recorded for the exchange of Parcels D and E. Legally, execution and recordation of both the survey and deeds are required to convey ownership. Since the survey was prepared 16 years ago, the City contacted the library to determine if there was still an interest to exchange Parcels D and E.

The City made a presentation to the library board on January 25, 2021, at which time the board agreed to execute any required documents to finalize the land exchange, with the condition the City would coordinate the use of the amphitheater with the library. City staff recommends that a statement be added to the existing agreement between the Library and City to that effect. The agreement is due to be renewed in the upcoming months, at which time the language can be added.

Director Pierce shared the addendum that was included in the packet:

ADDENDUM to AGREEMENT
BY AND BETWEEN THE CITY OF MILFORD AND
THE MILFORD PUBLIC LIBRARY

This AMENDMENT to the AGREEMENT made and entered into the 27th day of July 2020, is by and between the Milford Public Library, a Delaware corporation (“Library”), and the City of Milford, Delaware, a Delaware municipal corporation (“City”) and on file at Milford City Hall, 201 South Walnut Street, Milford, DE 19963 and the Milford Public Library, as a result of the transfer of additional properties in 2021.

Transfer of property

Enclosed is a copy of a survey prepared in November of 2005 showing the abandonment of Pearl Alley and the exchange of land between the City of Milford and the Milford District Free Library Commission (Milford Public Library). The survey shows Parcel E being conveyed from the City to the Library and Parcel D (containing amphitheater) being conveyed from the Library to the City. The survey was recorded with Sussex County Recorder of Deeds in 2009, along with a conveyance deed for the alley abandonment. No conveyance deeds were recorded for the exchange of Parcels D and E at that time. Legally, execution and recordation of both the survey and deeds are required to convey ownership.

Premise

This Agreement pertains to the use, and operation of the Library Amphitheater and surrounding parklands owned by the City of Milford directly adjacent to the Library.

Scheduling

The Library will present a Preferred Use Schedule for the use of the City lands (including the amphitheater) in advance to Parks and Recreation. With the exception of those activities shown on the Preferred Use Schedule, any other uses will be

scheduled on a first-come, first-served basis, with scheduling determinations of Parks and Recreation being final. Scheduling for all-day or multi-day events by the Library should be presented thirty (30) days prior to the event and may be subject to additional terms, fees or deposits depending on the extent and nature of the event. Events are also subject to the City of Milford's Special Event Policy which can be found at <http://cityofmilford.com/418/Plan-an-Event-in-Milford>.

Term

All other terms and agreement details remain the same.

Mayor Campbell solicited for any additional questions or comments. With none, he called for a motion.

Councilman Fulton made a motion to move forward and authorize addendum for the land swap between Friends of Milford Public Library and the City of Milford. Councilwoman Wilson seconded the motion that passed with all ayes.

NEW BUSINESS

ADA Assessment Plan

City Manager Whitfield reported that the City staff, along with some Councilmembers, have been working on an ADA transition plan. This is something that is required by the Federal Government in terms of compliance and as set forth by the Justice Department. In preparation of the transition plan, a consultant was hired to evaluate all of the City's facilities and programs.

Director Svaby explained the development of the Plan involves several steps that can be completed using website links (as provided).

After April 30th, all three surveys will be compiled by DAC, along with the field review of City-owned property in order to determine the needs of the City in terms of becoming fully compliant. These identified opportunities will then comprise the ADA Transition Plan. As work begins with creating the Transition Plan, updates will be given in the monthly report to Council, ultimately leading toward the publication of the draft Transition Plan. That will be made available to the public for a period of thirty day. A public hearing will be scheduled to entertain comments or questions. Once that process is complete and the report is updated/finalized, it will be published on the City's website. The goal time frame for finalizing this effort is mid to late Fall of 2021.

Councilman James asked how the sidewalk accessibility fit into this ADA transition plan and is there any deficiencies or have they been addressed; Director Svaby replied that the City already has a degree of compliance in its design and construction standards. If a project comes onto our streets, regardless of how it's funded, we already comply with ADA standards and construction. The City's formal sidewalk program observes ADA design and construction standards as a result. The sidewalks are inspected in need of replacement to include the ADA element of replacement.

When asked if we were on the right timeline to satisfy the requirements, Director Svaby replied that the sidewalks were part of the field inspection and review stage. The timeline for anything that is non-compliant and needs correction has not yet been established.

EXECUTIVE SESSION

Councilman Boyle moved to go into Executive Session reference to the below statues, seconded by Councilman Baer.

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

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 7:45 p.m. for the purpose as is permitted by the Delaware Freedom of Information Act.

Return to Open Session

Council returned to Open Session at 8:10 p.m.

Potential Vote/Property Sale/Lease

Potential Vote/Ratification/Collective Bargaining Agreement

Councilman Fulton made a motion that the City Manager be granted authorization to have the contract executed as was discussed in Executive Session. Councilman James seconded the motion that carried with all ayes.

Adjournment

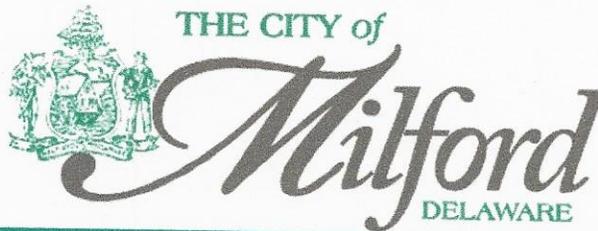
With no other questions or comments, Mayor Campbell called for a motion to adjourn. Councilman Marabello moved to adjourn the Council Meeting, seconded by Councilman Fulton. Motion carried.

The Council Meeting adjourned at 8:11 p.m.

Tracy N. Torbert
Transcriptionist



POLICE DEPARTMENT
400 NE Front Street
Milford, DE 19963



Phone 302.422.8081
Fax 302.424.2330
www.milfordpolicede.org

CITY OF MILFORD
POLICE FACILITY CITIZENS ADVISORY BOARD COMMITTEE
MEETING MINUTES
May 4, 2021

CALL TO ORDER: Mayor Author J. Campbell

ROLL CALL: Mayor Author J. Campbell

MEMBERS PRESENT: Mark Whitfield, City Manager, Chief Kenneth Brown, Capt. Gary Bailey, Mike Svaby, Gary Downs, Vivian Erickson, Gloria Markowitz, Jeanel Starling, Charles Temparali, Brenden Frederick-BMG, Brian Cusick-BMG

Review guidelines for committee members. Mission Statement read by Chief Brown. Copy of Mission Statement is provided below.

Developmental Plans Review:

Brendon Frederick, Project Manager from Becker Morgan Group reviews development plans for new facility. Working with City Manager and Mike Svaby with the solicitation for construction manager services. Process is completed and the city received nine responses to the RFP. Submittals are in review to obtain a short list and then interviews will be scheduled. By May 24, 2021, recommendations will be presented to City Council for award of contract for Construction Manager. Once construction manager is on board this will allow the management of construction costs in association with projects to make the appropriate recommendations and design decisions where necessary.

The project is now in Schematic design phase. Discussions with the Chief of Police, Captain Bailey, Mark Whitfield, Mike Svaby and Major Hudson & Lt. Fitzpatrick with State Police to review floor plan and discuss functionality of the facility.

Site Plan Review:

Brendon Frederick reviews the site plan with committee. Explains the site plan is a working document and is continually being developed and updated when changes are requested. The City is prepared to make the official site submission which includes a variety of steps to get from conception of a project to approvals. Delaware site approval starts early starting with official submissions, soil borings for ground water infiltration rates and structural analysis to determine what is the most economical building foundation to use. Field work is complete and just waiting for geo data report to determine where storm water management will be located.

Critical path is to get construction management firm hired to get the official visual estimate and get site information to confirm some of the larger site items. This will allow for any needed adjustments to the building to be dealt with in a timely manner. Nine construction management firms have submitted bids and the city is in the process of ranking the submissions to get a short list of the top three firms. Once top three are picked interviews will follow.

Building Floor Plan Review:

Brenden Frederick reviewed the working documents and changes that have been made to date. Starting to integrate engineering traits such as structural support, heating and cooling, power, plumbing. Reconfigured the holding area to use concrete masonry. Reviewed all areas of the floor plan using the picture of the building floor plan attached. Focused on the community room and explained this room can be used by the public for a variety of events but also can be used by police for additional training, weather events etc. Explained the remaining areas of the building and the functions. Paid close attention to the evidence section, processing and holding area sections and Sally Port. Mr. Frederick explained they have to abide by CLEA requirement for site and sound separation in the holding area for different type of offenders.

Unisex locker room, showers, and bathrooms. Within the locker room, each dressing room, shower and bathroom will have floor to ceiling walls for privacy.

Mr. Temparali asked a question in reference to delinquent vs status juvenile offenders holding cells. Chief Brown clarified that status juvenile offenders will be held in the soft interview rooms and delinquent juvenile will be kept in the holding area which is compliant with federal law.

Mr. Temparali asked what is the square footage for the building floor plan. Mr. Frederick responded 28,000 square feet. Presently there are 37 sworn officer positions and are projecting out to 50 sworn officers with this square footage.

Mr. Temparali would like to compare the building square footage site plan along with the number of sworn officers with other plans of various facilities built by Becker Morgan and have site visits to do a cost comparison. Mayor Campbell responded by explaining that these comparisons have already been completed within the past year or prior due to the fact that the new police facility has been in the works for years. Mr. Frederick explained that this building site plan was developed and is based on the fundamental needs of the Milford Police Department and also shared an overview of everything that has been achieved to date with respect to previous construction projects managed by Becker Morgan.

Mr. Temparali explains that this committee was tasked to provide oversight and direction to the design professional and are nowhere prepared to compete with Mr. Frederick's knowledge. How are they supposed to do this? Mr. Frederick explains that the committee is responsible to hold Becker Morgan to task and that he is following the schedule and showing the right documentation to correlate with progress. Check estimates for cost saving and providing the backup documentation to prove Becker Morgan is hitting their marks.

Mayor Campbell asked to hear from the other committee members and what their thoughts are so far.

Mrs. Starling responds that she is just listening to gain information and has no pertinent questions at this time.

Mrs. Markowitz responds that the building is a lot larger than she imagined but likes what she sees on the building plans and it make sense.

Mrs. Erickson responded by wanting to hear what Mr. Frederick expects from the committee which will make it more clear for her. She agrees with Mrs. Markowitz and likes the design and thinks it is well thought out and flows nicely. Mr. Frederick responds that the committee members are stewards of the city and with the goal of this to ensure that the Police have the facility they need to do their job effectively.

Mr. Downs did not respond he is having computer issues.

Mayor Campbell asked what Captain Bailey's opinion is after visiting the other police departments. Captain Bailey responded that it was an eye-opening adventure. Explained Troop 3 was built before Troop 7 and needed improvements were made on Troop 7. After seeing how Troop 7 operates feels that with the current plans Milford is in a good place.

Mrs. Starling brings up the subject of the Department addressing restrooms for transgender people. Mr. Frederick responds that there is male, female and a family restroom available to the public. When dealing with diversity it is something that need to be addressed. Chief Brown responds that he addressed this issue with Becker Morgan from the beginning if in fact any personnel hired to work for the Department is transgender. This is why we have initiated unisex bathrooms, showers and locker room into the new facility. Having unisex bathrooms built like a residential half-bath elevates any questions about gender.

Mayor Campbell responded that discussions like the unisex bathroom is the purpose of having the Advisory Committee so committee members have the information such as this to share with citizens and answer any questions or concerns citizens might have.

Although the process of building a new Milford Police facility has been in the works for years prior to the establishment of the Police Advisory Committee it is the intent of City to keep the committee member well informed of the progress going forward.

Elevation Visual:

Last March there were two public meeting to explain the process and to engage the public on the look of the building. Public feedback was requested on the different looks provided and the elevation attachment below shows the top four looks in order of preference. Mr. Frederick would like to propose that at the next meeting Becker & Morgan show the building rendered with the number one pick from the elevation attachment below.

Mayor Campbell made a motion to adjourn. Motion was seconded and meeting was adjourned.

A recording of the Police Facility Citizens Advisory Committee Zoom meeting is available for review on the City of Milford website at www.cityofmilford.com.

Police Facility Citizens Advisory Committee

In accordance with the City of Milford Charter, the Mayor has the authority to create special committees and make appointments to those committees. With the approval of a borrowing bond of up to \$20 million by the voter referendum in January, the selection of a design professional has been completed and the design of the new police facility has begun. While the voters approved up to \$20 million, the cost of the new facility is expected to be much less. To ensure the design meets both today's needs and future needs of the police department and the community, the Police Facility Citizens Advisory Committee was created to provide oversight and direction to the design professional. Final plans shall be submitted to City Council for approval, following a recommendation by the Police Facility Citizen's Advisory Committee prior to the solicitation for bids being issued. Upon the start of construction, the Citizen's Advisory Committee shall meet to receive updates on the construction of the building, until the time of completion.

Committee Name

Police Facility Citizens Advisory Committee

Membership

Mayor shall be the Chair with seven appointed members consisting of residents from Ward 1-Gloria Markowitz, Vivian Erickson, Charles Temparali; Ward 2-David Mills and Gary Downes; Ward 3-Nicolas Brannon; Ward 4-Janelle Starling.

Term

The Committee shall provide a recommendation to Council on the final building plans before the project is bid, an estimated period of 30 months.

Charge

Provide recommendations to design professionals to bring the project in at the lowest and most cost-effective means while meeting the goal of providing a facility for today's police department, and at least 25 years into the future. Provide a final recommendation of plan approval to City Council. Be apprised of building construction and relay information to citizens.

Meetings

Committee shall meet at least monthly, and more often if necessary. All meetings are subject to FOIA requirements that include proper meeting notifications, agendas, recordings and minutes.

Council Liaison

Police Committee Chair Mike Boyle shall attend and provide updates to City Council.

Staff Support

Staff support shall consist of Police Chief, Finance Director, Public Works Director, City Manager and Police Administrative Assistant.

Agendas

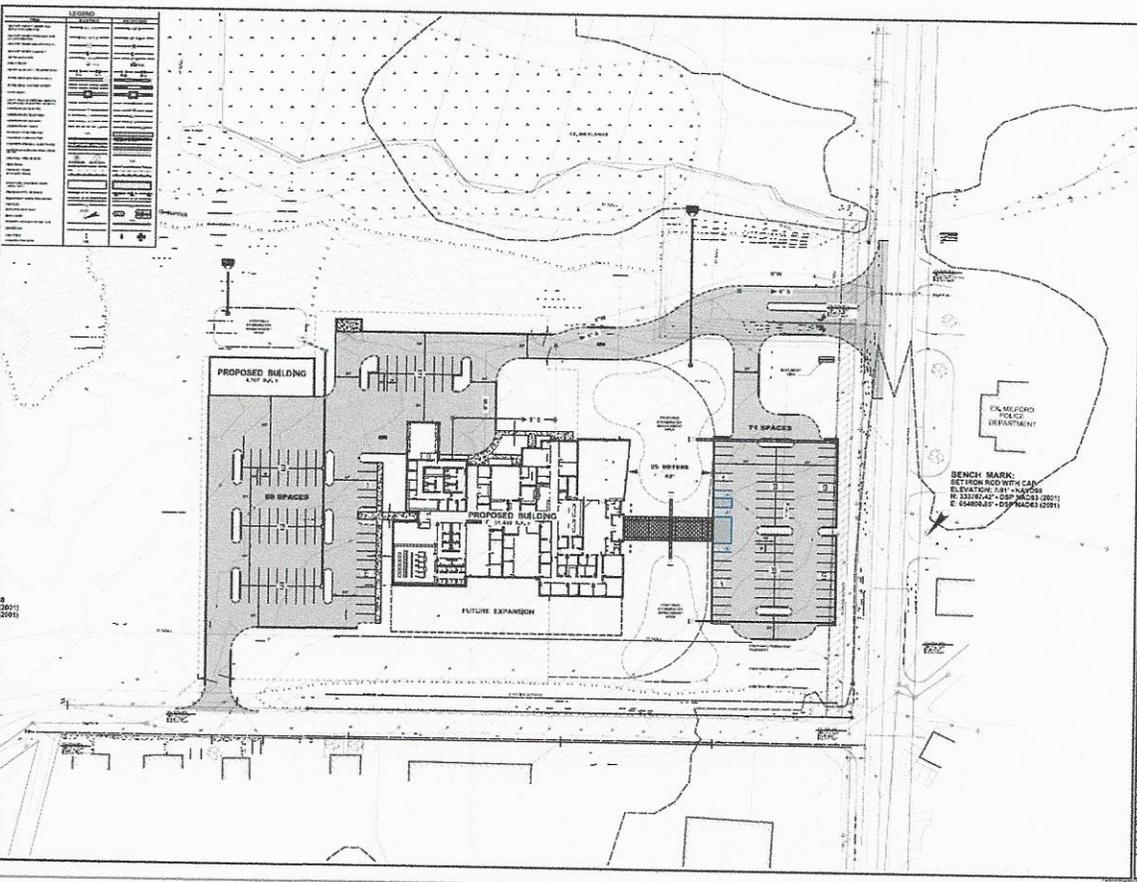
Agendas shall be created and posted/published by the Police Chief and Police Administrative Assistant, with input from the design professional, other staff liaisons and Mayor.

Minutes

Meeting minutes shall be recorded by the Police Chief Administrative Assistant and provided to City Council on a monthly basis.

March 1, 2021

BECKER MORGAN GROUP ARCHITECTURE-ENGINEERING, 10010 W. SAUNDERS BLVD, WASHINGTON, DC 20007



LEGEND

PROPOSED BUILDING	EXISTING BUILDING
PROPOSED PARKING	EXISTING PARKING
PROPOSED DRIVEWAY	EXISTING DRIVEWAY
PROPOSED SIDEWALK	EXISTING SIDEWALK
PROPOSED LANDSCAPE	EXISTING LANDSCAPE
PROPOSED UTILITY	EXISTING UTILITY
PROPOSED FENCE	EXISTING FENCE
PROPOSED SIGN	EXISTING SIGN
PROPOSED LIGHT	EXISTING LIGHT
PROPOSED TREE	EXISTING TREE
PROPOSED BENCH	EXISTING BENCH
PROPOSED BIKE	EXISTING BIKE
PROPOSED TRASH	EXISTING TRASH
PROPOSED WATER	EXISTING WATER
PROPOSED SEWER	EXISTING SEWER
PROPOSED GAS	EXISTING GAS
PROPOSED ELECTRIC	EXISTING ELECTRIC
PROPOSED TELEPHONE	EXISTING TELEPHONE
PROPOSED CABLE	EXISTING CABLE
PROPOSED FUTURE	EXISTING FUTURE

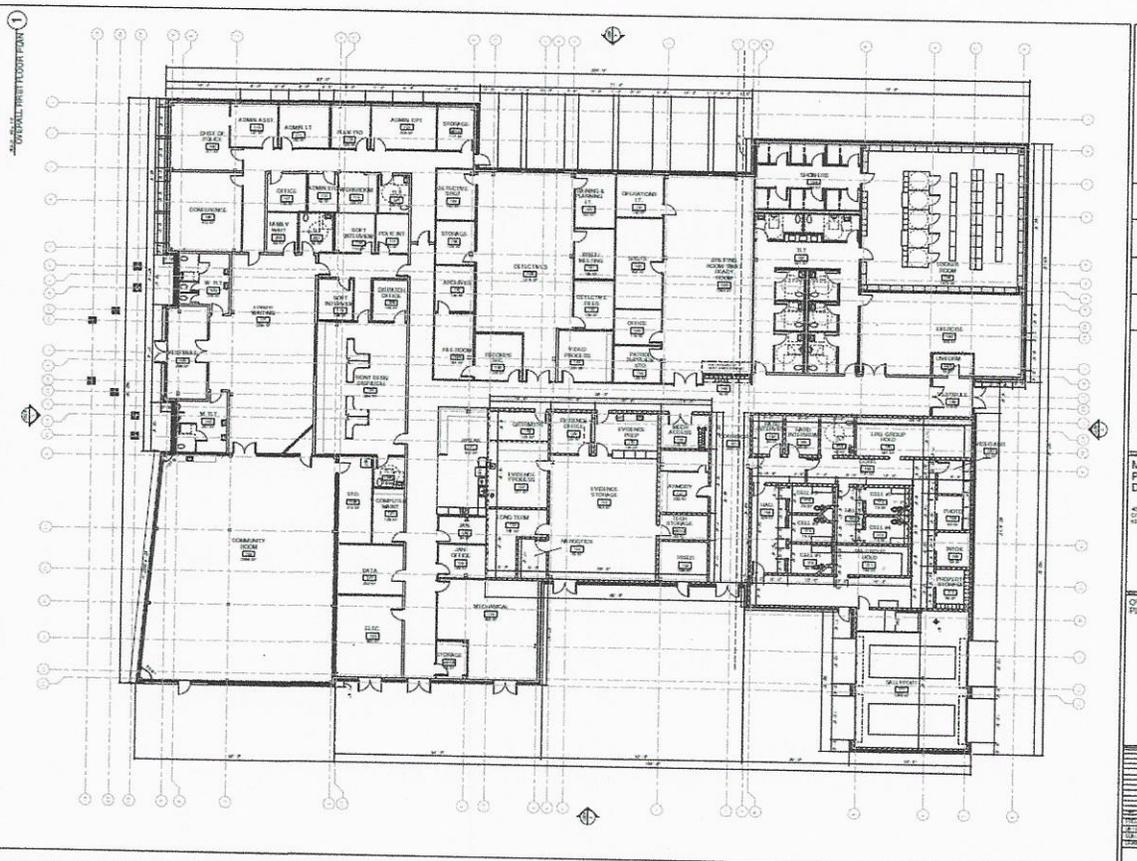
BECKER MORGAN
 ARCHITECTURE-ENGINEERING
 10010 W. SAUNDERS BLVD, WASHINGTON, DC 20007

MILFORD POLICE DEPARTMENT
 40 W. HUNT STREET
 CITY OF MILFORD
 HENT COUNTY, DE

SITE PLAN

SCALE: 1" = 30'

C-201



BECKER MORGAN
 ARCHITECTURE-ENGINEERING
 10010 W. SAUNDERS BLVD, WASHINGTON, DC 20007

MILFORD POLICE DEPARTMENT
 40 W. HUNT STREET
 CITY OF MILFORD
 HENT COUNTY, DE

OVERALL FLOOR PLAN

SCALE: 1/8" = 1'-0"

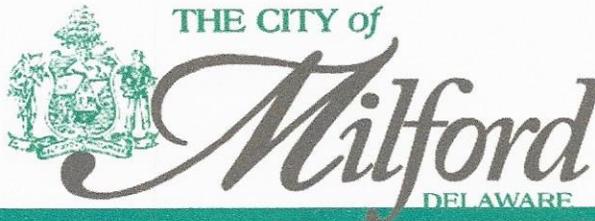
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PRECEDENTS



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, 2021
RE: Activity Report/June 2021

Monthly Stats:

A total of 472 arrests were made by the Milford Police Department during June 2021. Of these arrests, 115 were for criminal offenses and 357 for traffic violations. Criminal offenses consisted of 14 felony and 101 misdemeanors. Traffic violations consisted of 93 Special Duty Radar, 10 Drunk-Driving charges, 254 others.

Police officers investigated 59 accidents during the month and issued 89 written reprimands. In addition, they responded to 1247 various complaints including city requests and other agency assistance.

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, Municipalities of Sussex Co. conference call and numerous calls with City Government Officials, the City Manager and the public. Also, participated in monthly State, Kent and Sussex Chiefs meetings, DPCC Meeting, City Council and Workshop meetings, and the weekly City Manager's Meeting with Department Heads.

Attended the City of Milford Risk Review in reference to Insurance for the City held via Zoom on June 2, 2021.

Attended meeting with City Staff in preparation for contract negotiations for sworn officers via Zoom held on June 2, 2021.

Attended meeting with City Staff, Teamsters and Union Stewards for contract negotiations for sworn officers via Zoom held on June 2, 2021.

Presented a New Facility Presentation to the Rotary Club held at the American Legion Hall on June 7, 2021.

Held Shift Commanders Meeting held at the Police Department in reference to Diversion Program on June 9, 2021. Amy Kevis from Partners in Public Safety was in attendance.

Attended Milford Senior Center Board Meeting held via Zoom on June 9, 2021.

Attended the Rural Subcommittee Diversion/Co-Responder Workgroup Meeting held via Zoom on June 10, 2021.

Attended an Interiors & Fees Kick-off Meeting with Becker Morgan Group via Zoom held on June 15, 2021.

Attended City Department Head Meeting held at City Hall on June 16, 2021.

Attended a meeting with the City Manager and Kevin Dickerson in reference to School Resource Officers held at the Milford School District Office on June 21, 2021.

Attended meeting with City Staff in preparation for contract negotiations for sworn officers via Zoom held on June 23, 2021.

Attended meeting with City Staff in preparation for contract negotiations for sworn officers via Zoom held on June 25, 2021.

Attended meeting with City Staff, Teamsters and Union Stewards for contract negotiations for sworn officers via Zoom held on June 25, 2021.

Attended FY2021 Rural Violent Crime Reduction Initiative for LE Agencies webinar held via Zoom on June 28, 2021.

Attended DSHA/Milford/Smyrna Project Start-up Meeting with Tyler Technologies held via Zoom on June 29, 2021.

Attended EIDE Committee Meeting held via Webex on June 29, 2021.

Training –

Most training for the department was either cancelled or performed via webinars for the Month of June 2021 due to the COVID-19 restrictions.

Four officers attended Basic SWAT training held in Williamstown, NJ from June 13, 2021 thru June 18, 2021.

SRO –

Sgt. Masten, S/Cpl. Brittingham, and S/Cpl. Kosiorowski got to spend time with the campers at the "Southern Days of Summer" camp hosted by Down Syndrome Delaware. This is an annual event that we are honored to be invited to each year. This year the campers had the opportunity to be introduced to one of our K9's.

Sgt. Masten and S/Cpl. Bloodsworth attended the virtual National Association of School Resource Officers Conference and received valuable information during the two-day training.

With the end of the school year Sgt. Masten is dedicating time to do proactive work with our Mental Health Clinician. Three area homeless camps were visited to spend time with tenants there. During conversations with the tenants Sgt. Masten and Jenna Haines offered assistance with any services they felt they may need. Jenna was also able to perform follow up work with the assistance of Sgt. Masten. During one follow up Sgt. Masten was encouraged to see the difference Jenna was making with one of her early contacts on the job.

With Covid restrictions easing, Sgt. Masten is working with Fur Baby to host a "Touch A Truck" event in support of first responders on August 10th. Sgt. Masten has also been in contact with Donna Watson of Remax Twin Counties about participating in an ice cream social event free to the public in August.

Social Media Update: MPD is active on several social media platforms. We currently post on Nextdoor, Facebook, Instagram, and Twitter. On Nextdoor posts during the month of June made 762 impressions (That's how Nextdoor tallies post views). Nextdoor statistics tell us we have 1990 members and reach 30% of the households in the City and this is across 17 neighborhoods. Our Facebook page has 10,712-page likes. During the month of June our post reached 60,641 people, with 17,483 people actually engaging in our posts. On Instagram we currently have 1633 followers and our post during the month were liked by 985 people. On Twitter our Tweets made 8352 impressions during June. Our Twitter account has 1260 followers. We utilize our social media platforms to share our news releases as well as a variety of safety messages that include traffic advisories and weather alerts.

K9 Unit –

For the month of June 2021, the Milford Police Department K9 Unit had the following stats:

K9-1 (Mason)

- Building Search 1
- Drug Sniff 1
- Track 2
- Demo's 1
- No Bite Apprehension 1

<u>Seized Items</u>	<u>Amount</u>
• Marijuana	20.7 grams

K9-2 (Audie)

- Building Search 3
- Assist Other Agency 2
- Track 1
- Demo's 1
- Area Search 1
- Foot Patrols 4
- Drug Sniff 3

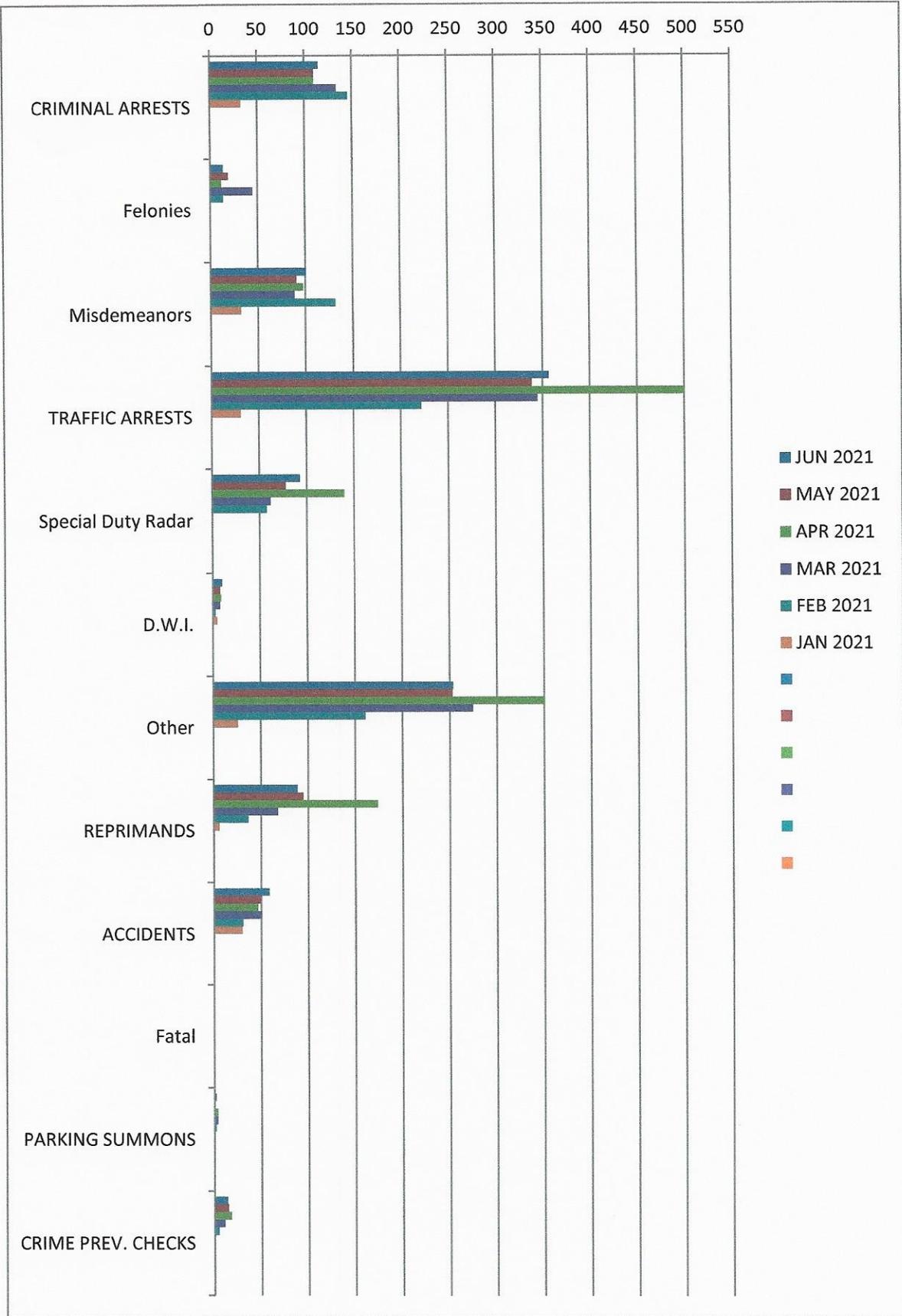
Seized Items

Amount

- Marijuana 68 grams
- Cocaine .6 grams
- Other Drug Paraphernalia
- USC \$42,980

JUNE 2021 ACTIVITY REPORT

	JUN 2021	TOTAL 2021	JUN 2020	TOTAL 2020
COMPLAINTS	1247	6469	988	4513
CRIMINAL ARRESTS	115	648	69	516
Felonies	14	105	15	99
Misdemeanors	101	543	54	381
TRAFFIC ARRESTS	357	1794	55	1186
Special Duty Radar	93	431	17	177
D.W.I.	10	43	2	19
Other	254	1320	36	990
REPRIMANDS	89	469	21	363
ACCIDENTS	59	268	25	122
Fatal	0	0	0	0
PARKING SUMMONS	2	13	0	34
CRIME PREV. CHECKS	14	63	4	58
FINES RECEIVED	\$4,088.46	\$ 23,372.52	\$2,751.25	\$42,456.04





MARK A. WHITFIELD, CITY MANAGER
201 South Walnut Street
Milford, DE 19963

PHONE 302.422.1111
FAX 302.424.3553
www.cityofmilford.com

To: City Council and Mayor
From: Mark A. Whitfield, City Manager
Subject: June Monthly Report
Date: July 9, 2021

- I met with representatives from DBF and Century Engineering regarding on going issues at Milford Ponds
- We are working with the City of Seaford and HELP Initiative on a possible lead abatement project we can offer citizens through a HUD grant.
- Chief Brown and I met with the Milford School District regarding our vacancies in the police department and the possible inability to supply School Resource Officers
- Sara and I attended a meeting of the State's Planning and Land Use regarding zoning changes within our comprehensive plan for Industrial.
- Chief Brown, Jamesha and I attended several meetings this week on the police teamsters contract.
- Sara, Melody (our ICMA Fellow) and I met with DMI regarding their status and upcoming festivals.
- We received word from DELDOT this month that the speed limit on S. Walnut will be reduced to 25 MPH to the southern city limit line.
- We completed the mailing on the budget. I appreciate the feedback from Council members. We made a number of revisions from your comments. Thanks goes out to Sara and Lou for all their work.
- Our payroll clerk resigned this month. We will be searching for a replacement soon.
- We nearly have the updated Emergency Operations Plan complete. It will be on Council's July 12 agenda for review and adoption.
- I held my monthly updates with Jamesha and Brad, and my weekly update with Mike Svaby.
- We have reached an agreement with IBEW for increase in wages for 2021 (July 2021 – June 2022). It only affects two employees currently.
- I attended the monthly DEMEC Executive Board meeting.
- I met with Parks and Rec Intern Dillon Graham.
- I had a meeting with Katie Burke of Ryan Homes, who is the new regional manager.
- I attended the Chamber of Commerce Executive Board meeting.
- We held our bi-monthly Department Head meeting.
- Jamesha and I met with Evergreen Solutions regarding the Wage and Compensation Study being completed.
- Rob and I met with a land owner interested in possible development along NE Front Street (east of Rehoboth Blvd.)
- I attended an APWA Executive Board meeting.
- We received our first payment of ARPA Funds this month (\$3.13 million).
- City offices are closed Friday June 18 in observance of the Juneteenth Holiday.

- I held my monthly meetings with Lou Vitola, Mike Svaby, Rob Pierce, Dale Matthews and Sara Pletcher
- Mike Svaby, Lou Vitola, James Puddicombe and I met with regards to ARPA funding for waterline projects and street rehab.
- I met with Charles Kistler and Harold Stafford about a HUD Grant for Lead Hazard Reduction Program for homes in Milford. We may be partnering with Seaford.
- Jamesha, Chief Brown and I were in the Teamster negotiations for the Police contract.
- I met with Rep Shupe regarding various street projects planned in the City.
- Sara and I met with a restaurateur interested in a Milford location.
- The ICMA Fellow, Melody Barger, began work with the City. She will be splitting time between Lewes and Milford.
- Brad and I met regarding a ORPT Grant application.
- I met with Meadows at Shawnee HOA regarding lighting and irrigation at the subdivision entrance off Rehoboth Blvd.
- Rob and I met with Milford Housing regarding possible incentives for workforce/affordable housing in Milford.
- Melody and I met with Lillian Harrison at the Armory regarding possible ARPA funding for needs at the Armory.
- We will be part of the Federal Utility Assistance Program which will assist individuals paying utility bills that have been impacted by the pandemic.
- We had a major sewer backup that affected the home at 16 West Clarke Avenue. We are working with our insurance carrier regarding damages. Additionally, the root intrusion into the main line may make it necessary to replace the main in that area.

TO: Mayor and City Council

THRU: Mark Whitfield, City Manager

FROM: Michael Svaby, Director, Public Works

DATE: July 7, 2021

RE: June 2021 - Public Works Department Staff Report

Director's Office

- Solicited final question on PD Construction Management Procurement from submitting, short-listed firms.
- Interviewed two (2) Electric Superintendent candidates, four (4) Solid Waste Operator candidates and two (2) – 2 Year Internship candidates.
- Met with DelDOT to review draft of establish interim traffic signal maintenance procedures.
- Interviewed two (2) candidates for the City's 2-year internship slot.
- Prepared facilities and personnel for July 1 re-open, return to pre-pandemic conditions.
- Resolved residential sewer backup incident.
- Attended meetings: With DEMEC as co-chair of Training Facility planning, and for Charging Station Planning; with DEWARN for quarterly update, City-wide Safety Committee, on
- Presented Executed copy of 2021-09 to the Kent County Department of Public Safety to enable the City's eligibility for FEMA declaration reimbursement.
- Completed multiple insurance certifications regarding electric assets
- Began lease re-negotiations with T Mobile for enhancements and expanded space on Washington St tower

Public Services Division

Solid Waste/Facilities Management Section

- Encountered many employment challenges with filling two vacant positions including scarcity of temporary personnel. Made interim use of Street and Utilities Division personnel to fill this void as needed.
- City Hall Basement project continues. The framing is up and plumbing and electric are being installed.
- Collected 4.5 tons of yard waste on July 5th holiday.

Streets/ Utilities Section

- Completed root cutting out of sewer main on W Clarke.
- Performed landscape maintenance and locate on Right of Way on Sb 113 to locate sewer main and water lines for Cypress Hall project
- Handled Traffic Control for “Pop-Up” bike route on S. Marshall St. and for pole relocate on S. Walnut St. Entrance to Milford Ponds.
- Turn on the new water lines on N Marshall, Mispillion, and McColley St.
- Satisfied State Legislative request to erect new signs on 500 and 600 blocks of New Street reading “Children at Play”.
- Close off N & S Walnut for 3rd Thursday Food Truck activity.
- Hauled fifteen (15) loads of fill dirt from Marshall St. to the yard, excavating for Marshall St. Street Rehab project and West Side curb installation.

Water/Sewer Section

- Completed Seabury Ave. control room rubber roofing repair.
- Completed Risk and Resilience Assessment for requirement of the America’s Water Infrastructure Act (AWIA).

Electric/Tech Services Division

- Built SCADA screens for Windward on the River Pump Station as well as installed 4-inch water meter for Building E on Windward on the River
- Identified and repaired issue Sea Watch metering
- Identified and corrected load imbalance at substations
- Repaired analog output issue SE Second St pump station RTU.

Engineering Division

- Completed asphalt repair and Boys and Girls club using CTF Funding. Continuing with sealcoat once asphalt cures.
- Continued management of the Front St water main project
- Began curriculum for two summer interns.

Operations Division

- Continued negotiations with ERP awardee, Edmonds.
- Met with Delmarva Communications to determine operating system compatibility of existing PCs to install new consoles for GPS upgrades

Public Works Department -June 2021	June 2020	June 2021	FY20 YTD (07/01/19-06/30/20)	FY21 YTD (07/01/20-06/30/21)
Electric Division				
Trouble Service Call	7	6	159	170
Work Orders Completed	49	35	375	365
Outages	4	6	100	70
LED Street Lights Replaced	X	5	X	324
New Service Install	X	8	X	8
Poles Replaced	3	6	80	47
After Hours Calls	7	11	130	102
Trees Trimmed (Streets)	2	1	51	127
Technical Services Division				
New Electric Service Installed/Meter Set	13	32	230	316
New Water Service Installed/Meter Set	15	2	168	222
Electric Meter Replacement	3	37	77	111
Water Meter Replacement	23	37	427	359
Work Orders Completed	521	801	8,158	8,437
After Hours Calls	1	3	63	55
Streets/Utility Division				
Signs Installed/Replaced	15	30	182	251
Curb Miles Swept	215	120	1,446	1,665
Sewer Lines Flushed (in feet)	1,260	1,250	132,194	25,680
Sewer Back-up Response	5	6	58	44
Sewer Line Repaired	0	X	2	8
Water Hydrants Flushed	12	125	184	542
Fire Hydrants Replaced/Installed	1	3	4	10
Water Line Repair	5	2	20	22
Water Valves Exercised	25	27	109	189
De-icing Salt Used (tons)	0	X	0	61
Potholes Filled - Cold Patch	24	60	280	590
Potholes Filled/Spray Patch - Gallons Emulsion Used	0	7	14	123
Leaves Collected (Tons)	0	X	73	31

After Hours Calls	6	8	66	62
Crack Sealing (pounds of sealant used)	100	X	295	650
Work Orders Completed	7	54	242	255
Storm Sewer Inlets Cleaned	35	75	342	1,237
Street Closures/Festivals	5	X	28	23
Engineering Division				
Utility Locates Completed	268	278	3,084	2,577
Infrastructure Work Orders Completed	X	3	X	29
Backfill Inspection Work Orders Completed	X	16	X	234
Operations Division				
Fleet Work Orders Completed	28	5	416	243
Fuel Use-Diesel (Gallons)	2,752	2,489	28,770	26,555
Fuel Use-Gas (Gallons)	4,705	4,027	47,455	47,976
Solid Waste & Facilities Division				
Refuse Collected (Tons)	308	297	3,083	3,413
Recycle Collected (Tons)	71	66	706	783
Yard Waste Collected (Tons)	75	72.99	602	555
Diversion Percentage (%)	32	32	30	35.5
Bulk/Brush Collection Requests Completed	54	73	676	666
Containers Delivered	62	49	624	575
Containers Serviced (Swap, Replacement, Removed)	29	26	281	221
Water & Waste Water Facilities Division				
Water Treated (Millions of Gallons) 2 Month	94,277,400	92,687,700	487,245,000	494,018,200
Waste Water Transferred (Millions of Gallons) 5 Month MAY	73,101,000	78,753,000	381,578,620	466,390,000
Work Orders Completed	66	53	203	555
Pump Stations Cleaned	1	X	8	11
After Hours Calls	9	4	5	65

Public Works Projects -June 2021	Planning Stage	Bid/PO Award	In Progress	Complete
Electric				
DEL2 Substation Testing			X	
Traffic Signal Head Refurbish. - Church/Walnut/Washington	X			
Water				
Install Automated Blow-off Valves 2 in stock	Charlie			
Protection Upgrades Caulk & 10th Street Towers	Steve		X	
Water Tower Altitude Valve at Caulk Tower	Charlie		X	
Water Trtmnt Monitoring & Process Control Upgrades (4&5)	DBF		X	
City-wide Valve & Hydrant Replacement/Improvements	Charlie			
Standardized Water Treatment Facility Controls	Steve Z / Steve			
NE Front Street Water Lines	Charlie	MSC	X	
DNREC Water Allocation Permit	Steve / James		X	
Washington Street WTF Lot Consolidation	City			
Sewer				
Truitt Avenue PS Groundwater Investigation & Repair	KCI			
SCADA Instrumentation Upgrades & Integration	Steve Z / Steve			
Targeted Inflow and Infiltration Investigation & Repair	KCI			
North Shore Pump Station Hatch Replacement	DBF		X	
Streets				
Mispillion, McColley, Marshall Streets Reconstruct/Paving			X	
Fisher Ave	X			
Financing for Private Sidewalk Improvements	X			
Street Resurfacing and Rehabilitation, ADA Ramps	X			
Installation of ADA Compliant Ramps	X			
Walnut Street Pedestrian Crossing (Landscaping)	X			
Truck Turning Study	X			
US 113 Welcome Sign Relocation/Replacement (south end)	X			
Sidewalk Project			X	

Buildings				
Council Chambers Recording System Upgrade	X			
Monitors in Council Chambers	X			
City Hall Basement Renovation Phase 2-Training Rm/Ofc			X	
PW-Complex Security	X			
City Wide-LED Replacement Project			X	
DMI Project (BEING SOLD)		N/A		
Customer Service-Basement Waterproofing				X
Customer Service-Concrete Repair Drive-Thru	X			
Facilities Management Binder			X	
PW - Bldg 100 Paint/Flooring (fall 2021 project)	X			
PW Facility Air Infiltration	X			
PW Facility Roof Drainage Repair/Replacment	X			

Public Works Equipment & Vehicles - June 2021	Planning Stage	Bid/PO Award	In Progress	Complete
Electric				
Replacing Vermer Trencher (E128)		X		
Replacing 3 Phase Wire Trailer (E114)	X			
Replacing Dump Truck	X			
Water				
Replace W-16 IR Compressor				
Replace W-8 ford F250	2022			
Replace W-15 pickup	2021	Steve	X	
Replace W-10 FN 150 Pump & MGS Trailer				
Sewer				
Replace SE-2 Ford F250 Pickup	2021	Charlie	X	

Active Developments -June 2021	Plan Review	Utility Mains Installation	Utility Service Line Inspection	Complete
Hearthstone Manor I		X	X	
Lighthouse Estates II		X	X	
Brookstone Trace		X	X	
Brookstone Trace II		X		
Orchard Hill		X	X	
West Shores at New Milford		X	X	
Watergate	X		X	
Walnut Village		X	X	
Milford Ponds Phase I		X	X	
Hearthstone Manor II			X	
Milford Ponds Phase II	X			
Simpson's Crossing	X	X	X	
Cypress Hall Phase I		X		
Wichersham	X			
Mispillion Landing	X			
Riverwalk Villas	X			
Windward on the River		X	X	
Cypress Hall Phase II	X			
Milford Ponds Phase III	X			
200 NW Front	X		X	
Hickory Glen	X			
Knights Crossing	X			
Reserves at Sawmill	X			

Commercial Developments -June 2021	Plan Review	Utility Mains Installation	Utility Service Line Inspection	Complete
Microtel				X
10th Street Medical Office				X
Beach Babies			X	
Bright Nest LLC				X
Milford Ponds Clubhouse		X	X	
Deep Branch Plaza	X			
Lot 8 Independence Commons	X			
Food Bank	X			
Draper Farms	X			
Laundry Mat-24 Milford-Harrington Hwy	X			
Delaware Mini Storage	X			
La Kramer			X	

TO: Mayor and City Council

FROM: Rob Pierce, AICP - Planning Director

DATE: July 6, 2021

RE: June 2021 – Planning Department Staff Report

- Through the first six months of the 2021 calendar year, the City has issued 77 new residential construction permits and five permits for 120 apartment units. The total construction investment in Milford from January through the end of June based on issued building permits was \$28,332,141.
- The City of Milford has seen 89 projects with a committed investment of over \$23.0 million within the Downtown Development District (DDD) area since September 2016 (based on permit valuations from submitted applications). The State of Delaware has committed or awarded over \$2.70 million in grant funds for both large and small commercial and residential projects in Milford. The City has waived over \$390,000 in permit fees and taxes associated with these projects in accordance with Chapter 19 Economic Development and Redevelopment and DDD program guidelines.
- The Planning Commission and City Council will review two land use applications in the month of July: one for the annexation of lands along S. Rehoboth Boulevard and one for a mixed-use building in the central business district.
- The Planning Commission has been reviewing Chapter 230 Zoning and Chapter 200 Subdivision of Land since February 2021 in an effort to address the goals and recommendations from the 2018 Comprehensive Plan, reduce the number of potential Board of Adjustment applications, provide clarity on ambiguous language and modernize portions of the code. The Planning Commission reviewed the use and area regulations and definitions at the June meeting. Additional workshops will be needed in the upcoming months to review Chapter 200 Subdivision of Land. The workshops will be held prior to each Planning Commission regular meeting over the next few months with the intent of having final edits for consideration by the end of the Summer.
- The Board of Adjustment will review three variance applications in July: one related to increased density within a downtown mixed-use building and two related to lot coverage exceedences.
- Century Engineering, DeIDOT and Planning Staff are finishing up the Bicycle Master Plan update with the intent of bringing a final draft for the City to review in the upcoming months.
- The City in coordination with DeIDOT, the University of Delaware and Century Engineering installed a temporary pop-up bicycle infrastructure project along Marshall Street from the Watergate subdivision to SE Second Street. The pop-up project demonstrated a two-way 12-foot-wide bicycle lane along the east side of Marshall Street. The path was delineated using temporary paint and quick curb sections within the existing paved area. A temporary pedestrian crossing of Marshall Street was installed at SE Third Street as part of the demonstration. The quick curb sections should be removed in the next few days. The City is seeking feedback from the community regarding the demonstrated layout. Comments can be made by visiting <https://tinyurl.com/MilfordPost>.

- Staff attended a preconstruction meeting for Cypress Hall Residential.
- Staff attended a DeIDOT TIS Scoping meeting for the Draper Farm located along Williamsville Road.
- Staff continues to work towards implementing the goals and objects of the 2018 Comprehensive Plan, SE Master Plan, Downtown Development District (DDD) application, Rivertown Rebirth Master Plan and Strategic Plan (see below links).
 - [2018 Comprehensive Plan & SE Master Plan \(Click Here to View\)](#)
 - [Downtown Development District Plan \(Click Here to View\)](#)
 - [Rivertown Rebirth Master Plan \(Click Here to View\)](#)
 - [Strategic Plan – Press Play: Vision 2023 \(Click Here to View\)](#)

Case Activity:

	Total
New Cases	30
Closed Cases	24
Open Cases at Start of Period	284
Open Cases at End of Period	289

Violation Activity:

New Violations Cited	Total
Abandoned Vehicle	4
Dangerous Tree	1
Furniture Violation	0
Generic Violation	7
Property Maintenance Violation	1
Rubbish & Garbage	2
Weeds & Grass	11
Zoning Use Violation	4
Total	30

Rental Licenses Issued: 12

Vendor Licenses Issued: 1

Contractors Licenses Issued: 23

Business Licenses Issued: 21

Building Permits Issued:

Permits Issued by Type	Count
Commercial Demolition	0
Commercial Foundation	0
Commercial Building Permit	2
Construction Trailer	0
Residential Demolition	0
Residential Building New Construction	2
Residential Renovation/Accessory	20
Roof/Siding Permit	2
Sign Permit	2
Solar Panel Permit	0
Utility Permit	7
Total	35

Inspections Performed:

Inspections Performed by Type	Count
Footer	18
Foundation	10
Framing	45
Insulation	0
Final	44
Residential Rental	0
Total	117

PARKS & RECREATION DEPARTMENT
207 Franklin Street
Milford, DE 19963



PHONE 302.422.1104
FAX 302.422.0409
www.cityofmilford.com

TO: Mayor and City Council

FROM: Brad Dennehy-Parks and Recreation Director

DATE: July 7th, 2021

RE: June – Parks and Recreation Staff Report

- The beginning of the month of June was spent preparing for our summer programming. That included, Summer Fun Club, Summer Drop-in Soccer, and Soccer Camp.
- We also explored a concept called E Sports- which we hope to implement in the Fall. Our summer intern is directing the possibility of that program.
- Drop in soccer has had a rough start due to the extremely high heat index on the nights where we had it planned. We are hopeful that cooler Wednesdays will be in our future!
- The summer soccer camp that we are supporting with Coach Evans and the Milford Soccer program has begun registration-it will be held in August.
- We are still looking to host an Adult Cornhole tournament at the end of the summer or in the Fall.
- Our Summer Fun Club began with rave reviews, and we are completely full in terms of participation numbers for the rest of our sessions. As part of the summer fun club, we have gone on Field Trips to the Kalmar Nyckle Ship in Wilmington and we have been bowling. Further plans have now been solidified and we will be going to the Delaware Agricultural Museum, Killen's Pond, Shell We Bounce, Cape Henlopen State Park, the State Fair, and Dolphin Watching out of Lewes on the Cape Water Taxi. It is our mission to provide a fun, safe, diverse and fulfilling program for our Milford campers! We are confident in and quiet pleased with the staff that we hired for the camp.
- Park staff continued weekly trash runs of the downtown.
- Grass cutting continued throughout the City at all city owned facilities and parkland.
- 350 plants were planted at a number of City owned flower beds.
- A new water pump was installed on the watering truck with a battery powered pump to make it easier and quieter.
- Riverwalk railing project was completed at the end of June/early July. Fence has been removed and public can access this section of the Riverwalk. Concrete sidewalk alongside Second Street players was also fixed at this time.
- Concrete sidewalks were re-poured alongside the Farmers market, and new woodchips installed creating more vendor space at the Farmers market.
- A number of new trees were planted under the guidance of "gardener" Joey Philips.
- A number of fallen trees or dead trees were removed at Tony Silicato Memorial park and the ball fields.

- A yard hydrant was fixed at the Finance building by Park staff.
- Multiple locations were cut with the new Kubota tractor and rear mower, which is proving to be efficient and good addition to our equipment fleet.
- Soccer goals were moved from Tony Silicato Memorial Park to Memorial park in anticipation of the downtown soccer program.
- Parks Superintendent attended both the DFIT safety meeting with other municipalities and an award and recognition meeting with fellow employees.
- Director submitted two pre-grant applications at the State level for the downtown playground and pickleball courts.
- Director met with the IT director to discuss improvements needed at the Armory for connectivity.
- Director met with the City Manager, Economic Development and Community Engagement Administrator and members of DMI to discuss future events.
- Director participated in an interview for the Public works/Parks and Rec. intern.
- Director met with the Electric Superintendent candidate.
- Director attended a weekly WIIN meeting, and a monthly WIIN meeting.

Newly coated Basketball court in Memorial park





Newly Installed railing on Riverwalk



Newly poured concrete and mulched area contiguous to the Farmers market



HUMAN RESOURCES
10 SE Second Street
Milford, DE 19963

PHONE 302.424.5142
FAX 302.424.5932
www.cityofmilford.com

TO: Mayor and City Council

FROM: Jamesha C. Eaddy, MBA, MSL- Human Resources Administrator

DATE: July 1, 2021

RE: June 2021 –Human Resources Department Staff Report

- Interviews were conducted for the positions of Electric Ground Technician, Public Works Intern, Solid Waste Operator/Collector,
- Onboarded new hires for the positions of Electric Ground Technician, Solid Waste Operator/Collector, Billing Clerk and Customer Service Clerk.
- Phone screens conducted for the position of Audio-visual/Telecommunications Specialist.
- Met with Wilmington University to discuss the revised course modules for September 2021 for the Delaware Municipal Supervisory Academy.
- Met with the Reward & Recognition Committee to start planning the 2021 Holiday Party.
- Met with Milford High School to start the onboarding process for a new student for the 2021 Work Based Learning Program.

- Employee Recognition:
 1. Rooster: Victoria Love, Billing Clerk. Recognized for being a great mentor and sounding board for her co-workers.

 2. Promotion to Senior Corporal:
 - Tel Clayton
 - Cory Swan
 - Nigel Golding

 - Promotion to Corporal:
 - Rhett Malone

 3. Where Am I Challenge Winner: Bill Hughes, Public Works Equipment Operator

 4. June Excellence Award Winner: Victoria Love, Billing Clerk

 5. Retirement: Sergeant Timothy Lord

 6. Congratulations to Jose Perez on his graduation from Milford High School. Jose has worked with the City since October 2020 under the Work Based Learning Program with Milford High School.

To: City Council and Mayor
From: Sara Pletcher, Economic Development & Community Engagement Administrator
Subject: June Monthly Report
Date: July 7, 2021

Economic Development

- Showed Chef Bill Nancy's Café space, but it was too small for his needs
- Allen & Associates (labor law firm): Looking for 2000 sq ft of office space. Interested in 4th floor of Windsor Building
- Showed Epicurean Provisions Nancy's Café space. They're interested in seeing a list of kitchen equipment for sale. Ultimately, they decided this is not in their budget at this time.
- Euphoric Herbals viewed warehouse space behind Manlove Auto Parts, but it was too big at 9700 sq ft
- Created and designed Milford Advantages one-sheet for businesses looking to do business in Milford. See attached.
- Met with Hunter Emory, a Milford State Farm agent, to discuss signage and future development ideas and opportunities within Milford, including the new construction mixed-use property on N. Washington St.
- Supported Anastasia Jackson of Cookie's Paper Petals when Gov. Carney toured her location on June 25. He suggested she utilize her space for a coworking opportunity, so she and I discussed ideas for it.
- University of DE DATI Office is looking to combine their Kent & Sussex offices in Milford, so representatives toured the Milford Wellness Village on June 29 and are very interested in the old gift shop space

Community Engagement

- Free Vaccine Pop-up June 12, 19 & 26. Ten \$10 gift cards to local restaurants (The Well Coffeehouse, Arena's, My Sister's Fault, River Lights Café, Dolce, Benvenuto, Mama Maria's, EasySpeak, Euphoric Herbals Smoothie Bar, La Hacienda) provided as vaccine incentive
 - June 12 attendance: 5 first dose, 4 second dose
 - June 19 attendance: 3 first dose, 1 second dose
 - June 26 attendance: 7 first dose, 1 second dose
- Created and designed FY21-22 Operating Budget Newsletter mailed to all residents and tax payers on June 25. Awaiting a Spanish and Creole translation to post online/have in the Customer Service building. See attached.
- Created and designed first monthly Utility Bill Newsletter to be included in all July utility bills and emailed to those who receive e-bills. Also posted on City website home page news. Awaiting a Spanish and Creole translation to post online/have in the Customer Service building. See attached.

Social Media

- June 2021 Insights:
 - City of Milford Facebook: 30 new likes (total: 2,021); 11,104 reached (down 15%); 4,248 post engagement (up 13%)

- Parks & Rec Facebook: 26 new likes (total: 2,369); 5,899 reached (up 56%); 713 post engagement (down 57%)
- Instagram: 122 new likes (total: 434, 40% increase over May); 624 accounts reached; 318 content interactions
- Twitter: 6 tweets, 2,960 impressions (76% increase over May), 147 profile visits (61.8% decrease), 1,294 followers (+9)

Website

- June 2021 Insights: 15,110 visits (up from 13,691 last month); 37,818 pageviews (up from 29,247 last month)
- Created Newsroom page for archived press releases
- Created a standardized signature for all City of Milford employees

Meetings/Trainings

- Met with Callie from Curative to secure plans for a weekly vaccine event
- Introduced the Library board and key staff to Dustin and Rachel Parker (new corner building owners) via a meeting
- Met with Mark Whitfield for monthly Manager Update
- Met with Suzannah Frederick and Carolyn Dehorty from Efficiency Smart to discuss the program and grow it
- Met with Linda Parkowski to understand KEP and identify key economic development tools
- Met with Trisha Newcomer and Charles Anderson of Seaford to learn how our cities and jobs overlap
- Conference call with the State of Delaware regarding the new Federal Utility Assistance Program the City is looking to add as a customer benefit
- Met with Lou Vitola, Mark Whitfield, and Councilmember James to discuss Budget Newsletter design and content
- Met with fellow Bayhealth Residency Orientation presenters to plan our July 27 presentation
- Attended Economic Development Site Readiness Webinar sponsored by AMP
- Attended DMI Economic Vitality Committee meeting
- Attended quarterly DE Economic Development Partners meeting with DE Prosperity Partnership
- Met with John Taylor of DE Prosperity Partnership for Zoom Prospector training – an online tool to list all available commercial space
- Toured two coworking spaces in State College, PA to gather ideas for a potential coworking space at the Milford Wellness Village and shared that information with MWV representative via a PowerPoint presentation
- Toured the Milford Armory Community & Service Center
- Attended first DMI Executive Director Search Committee meeting to finalize job description
- Presented our Comp Plan amendments to Office of State Planning at their June 23 PLUS Plan Review
- Spoke not in favor of a Sussex County Comp Plan amendment for a change of zone from Ag Residential to Heavy Industrial just outside city limits at the Rt. 1 and Rt. 36 interchange at their June 23 PLUS Plan Review
- Attended Introduction to Grant Writing for Local Governments (UD IPA Course)
- Met with DMI's Peggy Reilly and Ya'nelle Powell and Mark Whitfield, Brad Dennehy and Melody Barger to discuss DMI's progress and their Ladybug Music Festival funding request
- Attended monthly Sussex Economic Development Action Committee, Inc (SEDAC) meeting; heard presentation from DE Prosperity Partnership and gave a Milford update
- Toured Windward on the River apartment with Carolyn Doherty from Efficiency Smart to help her connect with the builder before the commercial property is built

Email Campaigns

- Sent an email campaign to all business license holders (265) about the Efficiency Smart program, how it benefits businesses and included a testimonial from the Mispillion Art League and their success with changing all of their lightbulbs on 6/24. So far two license holders have directly reached out to Efficiency Smart for assistance.

Press

- City of Milford enters agreement for possible purchase of land for industrial/business park press release sent to 85+ press (June 1)
- MilfordLive: City of Milford enters agreement for possible purchase of land for industrial/business park (June 1)
- Delaware State News: Milford enters possible agreement to purchase land for industrial park (June 2)
- Delaware Business Times: Milford eyes property for industrial, commercial expansion (June 4)
- MilfordLive: Council reviews final version of budget during workshop (June 7)
- City of Milford Hosts Bike Lane Pop-Up Demonstration on Marshall St. press release sent to 85+ press (June 8)
- City of Milford sponsors free vaccine pop-up at Riverwalk Farmers Market press release sent to 85+ press (June 9)
- WRDE: Milford Farmer's Market Teams Up With Curative for Pop-Up COVID Vaccine Site (June 12)
- Delaware Public Media: Milford to test run new bike lanes (June 13)
- Delaware Public Media: City of Milford looking at purchasing Fry Farms for industrial/business park (June 14)
- MilfordLive: City Council approves FY2021-22 budget (June 14)
- WBOC: Mispillion Drawbridge to Close Again, But Work Already Delayed (June 14)
- WBOC: Bike Lanes "Pop Up" in Milford (June 15)
- MilfordLive: City Council approves inspection service contract (June 17)
- MilfordLive: City Council approves Kent County Hazard Mitigation Plan (June 17)
- City of Milford Utilizes CTF to Provide Neighborhood Safety press release sent to 85+ press (June 25)
- MilfordLive: City of Milford Utilizes CTF to Provide Neighborhood Safety (June 25)
- Delaware State News: Milford utilizes funding to provide neighborhood safety (June 25)
- MilfordLive: City Council approves Milford Plaza sign request (June 28)
- City of Milford Property Tax Appeals Session Set for July 26 press release sent to 85+ press (June 30)



THE CITY of

Milford

DELAWARE



River Town • Art Town • Home Town • Business Town

2018 Village of the Year

Milford Advantages

Milford's proximity to the Delaware beaches and designation as a Downtown Development District (DDD) has enabled the City to experience exponential growth in economic development and housing stock. Additionally, the City is nestled between Route 1 and Route 113 making it an attractive location for industries, and businesses serving Pennsylvania, New Jersey, New York, Maryland and Virginia.

Downtown Development District

- Up to 20% State DDD Rebate on Qualified Real Property Investments
- Includes State of Delaware Historic Preservation Tax Credit Program
- Waiver of sewer, water and electric impact fees
- Waiver of building permit fee and other associated City fees
- Tax Abatement
- Realty Transfer tax waiver for first-time homebuyers
- Land Installment Contract

Efficiency Smart

The City of Milford, in partnership with the Delaware Municipal Electric Corporation (DEMEC), offers Efficiency Smart to help its businesses reduce their energy use and save money. Whether you rent or own your building, Efficiency Smart can help your business save energy and money through energy efficiency improvements. You can receive incentives on many energy efficiency improvements, such as:

- Lighting and lighting controls
- Refrigeration
- HVAC
- Compressed air systems
- Motor controls

Downtown Milford, Inc. Business Resources

Business must be within Downtown Milford, Inc.'s program boundaries

- Small Business Loan
- Five for Free Paint Grant Program
- Sign, Awning & Facade Enhancement Matching Grant Program

www.downtownmilford.org/business-resources

Opportunity Zone

Opportunity Zones are an economic development tool designed as revitalization programs in economically-distressed communities in Delaware and in other communities by providing tax benefits to investors.

Governor John Carney selected the Kent County side of Milford as Opportunity Zone in April 2018. These Opportunity Zones are designated by the U.S. Department of the Treasury.

business.delaware.gov/opportunity-zones/how-it-works

Specific Economic Development Incentive Programs

The City of Milford offers three Specific Economic Development Incentive Programs (SEDIP):

- Greater Milford Business Complex Incentive Program
- Downtown Development District Incentive Program
- Citywide Job Creation and Capital Investment Program

Incentive options may be made available for any SEDIP offered such as impact fee waivers or reduction, permit and fee waivers or reduction, installment land contract and tax abatements.

Contact

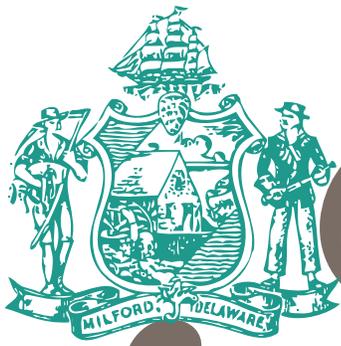
Sara M. Pletcher

Economic Development &
Community Engagement
Administrator

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O: 302.725.2068

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THE CITY of

Milford

River Town • Art Town • Home Town

DELAWARE

A Letter to the Community



At its June 14 meeting, City Council adopted the FY21-22 Operating Budget. While never a popular decision, this year's budget includes a 4.9 percent property tax increase. While there has not been a property tax increase since 2007, the City's Operating Budget grew at a rate of 53 percent, compared to a 47 percent increase

in property tax income.

Much of that growth can be attributed to the priorities established in the City's 2018 Strategic Plan. You may recall several of those priorities were the result of the significant input from a citywide survey sent to residents in 2017.

Public Safety was one of the top priorities identified in the Strategic Plan. The Plan recommended hiring more police officers and identified the need for a replacement Police facility. Over the past year, the Police Department also recognized the need for a Behavioral Health Unit to be created within the Department to assist with on-going mental health issues, drug abuse, and domestic violence. To accomplish these critical needs comes at a cost to our City. Much of the present and future tax increases result from the increased costs of delivering those public safety initiatives.

The Strategic Plan also identified infrastructure improvements, including the repaving of streets and replacing lead water service lines. The proposed budget includes a significant increase in capital spending to address those infrastructure necessities. In addition to streets, improvements to parking lots and the installation of new sidewalks were also included. Starting in late 2021, DeDOT will begin improvements to SE 2nd St. between Rehoboth Boulevard and Walnut St., as well as a streetscape project on NE Front St. from 4th St. to Washington St.

The expansion of Parks and Recreation opportunities is also identified in the Plan. The adopted budget includes nearly \$1 million to maintain and improve the City's parks and recreation programs and facilities.

New in FY21-22, the budget created a Vehicle and Equipment Replacement Fund. This fund levels out the replacement costs of

equipment by setting aside an annual depreciation amount for each piece of equipment. Adding this fund and having monies on hand for impending replacements will eliminate future budget challenges without spending a tremendous amount of money at one time. For example, the \$360,000 cost of the refuse collection vehicle scheduled for replacement in 2023 will no longer require tax or refuse fee increases.

The budget also eliminates the use of General Fund Reserves (GFR) to fund operating expenses. As in all government budgets, reserves are typically intended to pay for capital expenses. And while artificially capping tax increases, the eternal use of reserve funds to cover operating expenses resulted in the deferral of capital projects and erosion of reserve balances.

The budget also recommends the five-year phase-out of Realty Transfer Tax (RTT) support of operating expenses. RTT is an unstable source of income that fluctuates with a volatile real estate market. Again, limiting the use of RTT for only capital projects will ensure adequate funding for investments in critical infrastructure and will help stabilize tax rates. For example, the drop in RTT receipts in 2007 and 2008 represented lost revenue equal to 32 percent of property tax revenue, resulting in a sharp, unexpected tax increase of 12.2 percent and the deferral of nearly \$1 million in capital projects. Replacing an unstable source of income for operating expenses with property taxes may require more regular, nominal increases. That will also avoid a significant burden on future taxpayers in the form of sharp, sudden tax increases or even abrupt cuts in services, or worse yet, both.

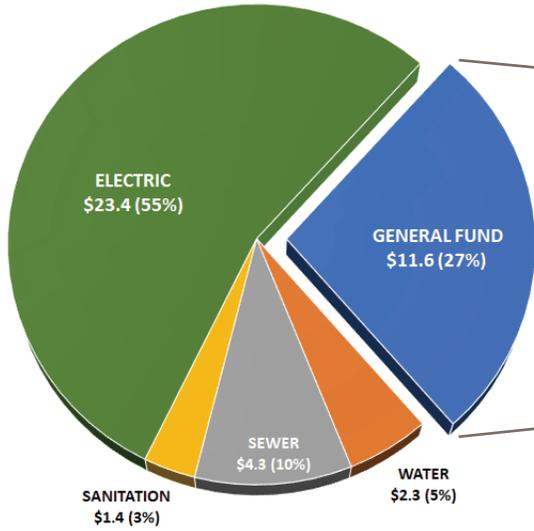
Earmarking GFR and RTT for capital projects will preserve the funding required for the continual upkeep of City streets, parks, sidewalks, parking lots, buildings, and other infrastructure. The Strategic Plan aptly identified the need for prioritizing and funding these projects.

While no budget is perfect, the FY21-22 budget has made giant strides in putting the City in a solid financial position while still providing for uninterrupted public safety, increased recreation opportunities, and improved infrastructure, all of which align with the 2018 Strategic Plan.

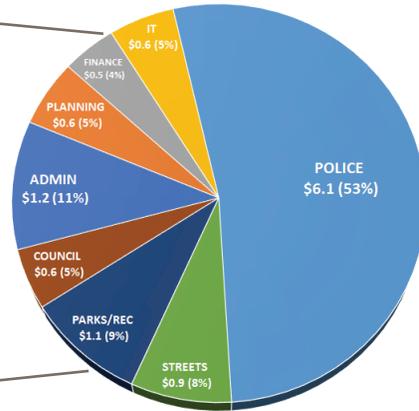
Mark Whitfield
City Manager

Fiscal Year 21-22 Approved Operating Budget (in millions)

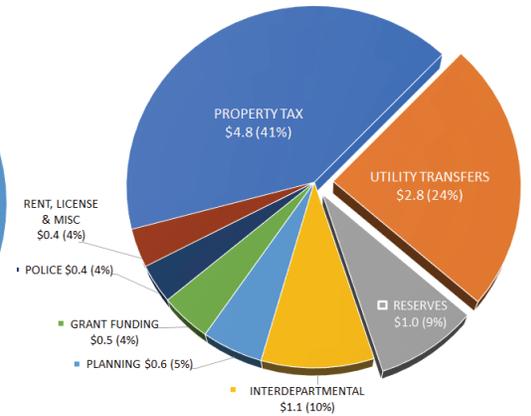
EXPENDITURES CITY WIDE TOTALS



EXPENDITURES GENERAL FUND BREAKOUT



INCOME GENERAL FUND BREAKOUT



Community Improvement Investments

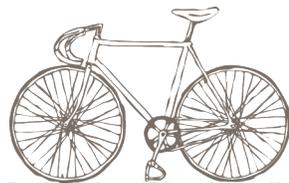
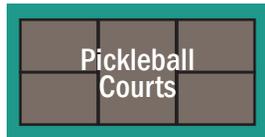
see renderings on reverse side

Parks & Recreation

Riverwalk Lighting, Railing & Sidewalk Enhancements



Pickleball Courts



Pedestrian/Bicycle trails



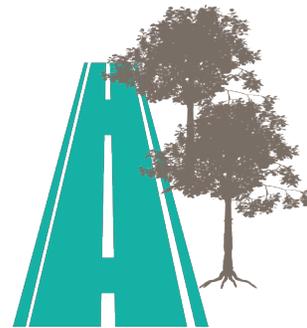
Downtown Playground

Park & Open Land Acquisition



\$1 million

Streets & Community



N Washington St. & NE Front St. Streetscapes



Downtown EV Charging Stations



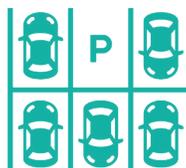
4th St. Flooding Infrastructure Repairs



Lead water line removal



Walnut St. Pedestrian Crossing



Downtown Parking Lot Enhancements



City Council Meetings Live Streaming

\$3.2 million

General Fund Income vs. Expenses

The pie charts at left break down the City's funding sources (income on right) and uses (expenses on left). Property taxes are expected to generate \$4.7 million, while an additional \$3.9 million is from utilities in the form of direct transfers and cost sharing. Police are the largest expense at \$6.1 million, followed by Administration at \$1.2 million, Parks & Recreation at \$1.1 million and Streets at \$0.9 million. The General Fund's largest income source (property tax) is insufficient to cover the cost of the police alone. Without utility support, more pressure would fall on property taxes. Key goals of the budget include balancing funding sources and uses while ensuring rates are fair to both tax payers and utility users.

The Budget Process

City staff begins the budget development in February and March each year. Once department requests are received, the Finance Department compiles the recommendations into budget format. The City Manager and Finance Director then meet with each department head in April to review the requests and make alterations and cuts. A final draft was completed and delivered to Council on May 15 that included a \$0.065 (or 14 percent) tax assessment increase.

Council then held three evening public hearings (May 17, 19, and 20) with each department head and a public hearing held on May 24. Also on that date, Council held a fourth work session at which time they requested staff make additional cuts and alterations to reduce the proposed tax increase. Based on Council's input and request, several budget changes were made, which reduced the tax increase to \$0.02275, or an approximate four percent increase.

Council met on June 7 during a final work session where the proposed budget changes were reviewed. At the June 14 regular Council meeting, Council held another public hearing, followed by a unanimous vote to adopt the FY21-22 Operating Budget and tax increase.

FY21-22 Budget Highlights

The 2021-22 proposed budget for the City of Milford totals \$47.4 million, a 7.8 percent increase from the current budget due to regular price and wage inflation, improved data and operational security, and growth in utility services. Other costs are based on strategic initiatives, such as fleet management, economic development, and community outreach efforts. Nearly \$41 million of the budget is supported by utility rates and other fee-based revenue.

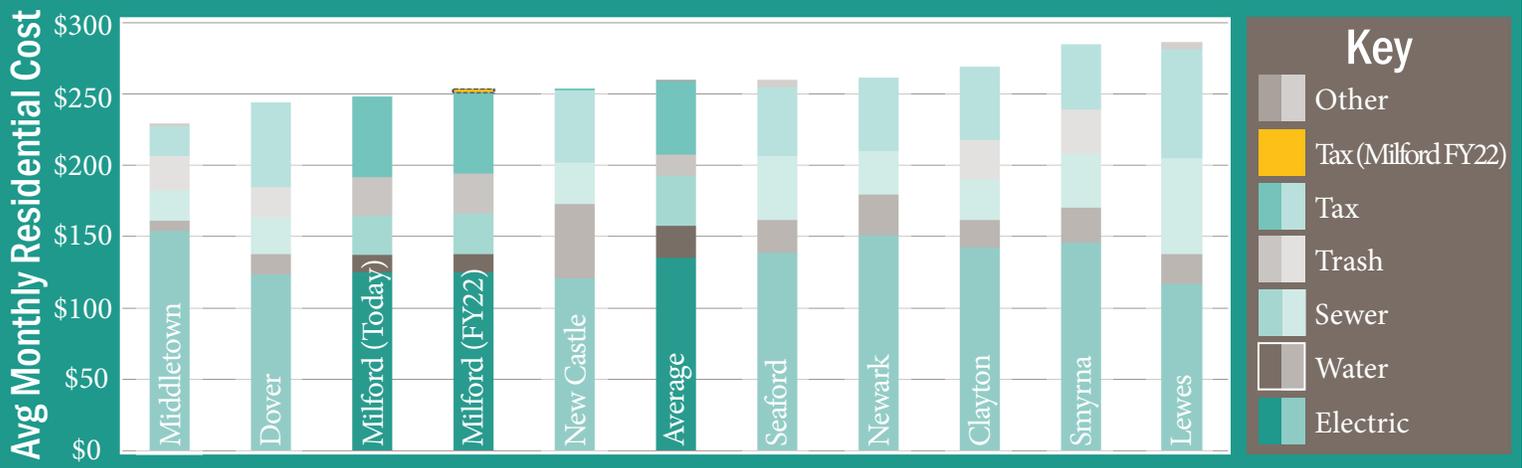
Property taxes support about 10 percent of Citywide costs. City Council and Staff have worked hard to hold the property tax rate unchanged over the last fourteen years. The current rate of \$0.46 per \$100 of assessed value has not increased since 2007. To support a portion of the cost increases, a property tax increase of \$0.02275 is proposed. The 4.9 percent rate increase represents an overall property tax rate increase of approximately 1.4 percent of school, county and local taxes combined, equating to a monthly tax increase of about \$2.80 based on the median assessed value of \$147,600 within the City of Milford.

Future Budgets

In January 2021, voters approved a referendum for borrowing up to \$20 million for a new police station. As stated with the referendum material, repayment of the loan requires a tax increase in 2023 (due Sept. 2023). Based on the average assessed home in Milford, property owners can expect a ±\$0.065 tax increase which equates to an increase of \$9 per month or \$103 per year. Additionally, the elimination of using Realty Transfer Tax to pay for operating expenses may result in future tax increases each year. From 2022 to 2025, the City expects the annual tax rate to increase about five percent per year on average.

How Milford Compares

Milford's taxes and utilities are below average and will remain competitive among our public utility peers in Delaware.



Renderings of Community Investments

Below images are concept drawings and examples of what the Community Improvement Investments could look like. They are not guaranteed, but give a good representation of what's to come.



NE Front St. Streetscape



Tree Planting

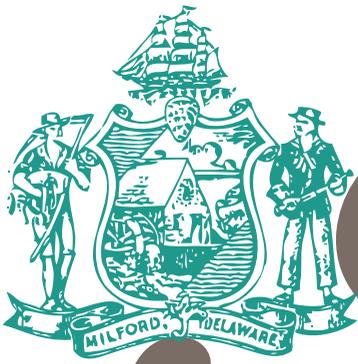


Downtown Playground



201 S. Walnut St.
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www.cityofmilford.com



Milford

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DELAWARE

Welcome

Welcome to the City of Milford's new monthly newsletter to provide you with news, events and cost-saving tips. We hope you enjoy this addition to your monthly utility bill.

July Community Happenings

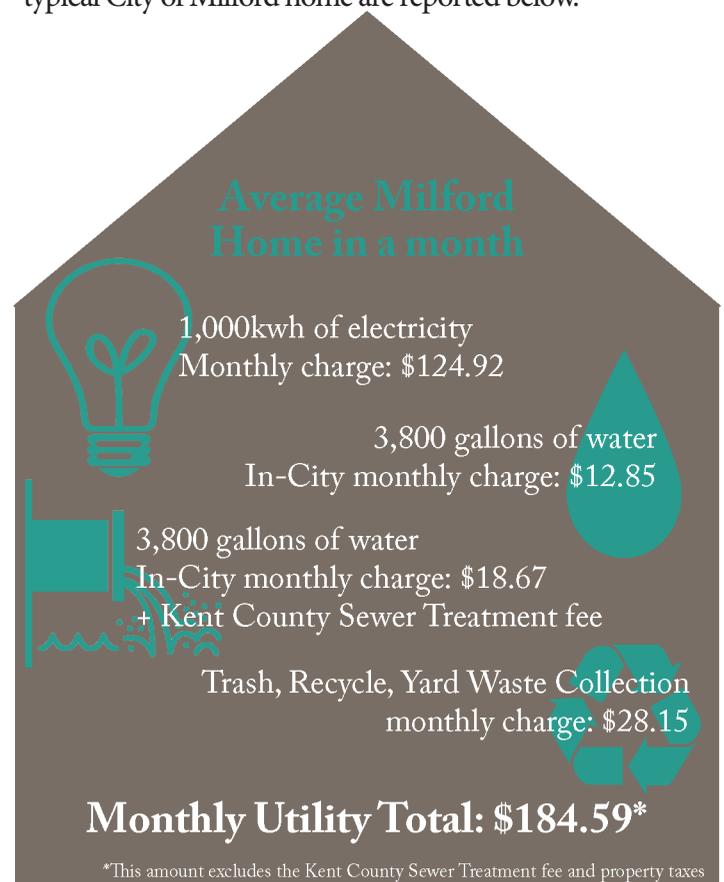
- Every Week (Monday-Friday), 8:30am-2:30pm: Summer Fun Club at Parks & Recreation
- Every Saturday, 9am-1pm: Riverwalk Farmers Market & Free Curative Vaccine Pop-up in Downtown Milford
- Every Wednesday, 5:30pm: Downtown Soccer @ Marvel Square Field
- Every Wednesday, 7pm: Music in the Park @ the Amphitheater
- Saturday, July 3, 7pm: Celebrate Independence Day: 287th Army Band of the Delaware National Guard @ the Amphitheater
- Monday, July 5: City Offices Closed; yard waste will be picked up
- Thursday, July 8, 6:30pm: Mispillion River Watershed Paddling Series
- Saturday, July 10, 12pm: Mispillion River Watershed Paddling Series
- Monday, July 12, 7pm: City Council Meeting
- Thursday, July 15: CCGM 28th Annual Golf Classic at the Rookery South
- Thursday, July 15, 5-8pm: Third Thursday in Downtown Milford
- Thursday, July 22, 6pm: Mispillion River Watershed Paddling Series
- Saturday, July 24, 12pm: Mispillion River Watershed Paddling Series
- Monday, July 26, 7pm: City Council Meeting

City Buildings are Open

All City buildings opened to the public on Thursday, July 1. Social distancing is not in place and unvaccinated persons are required to wear a mask. City Council meetings are both in-person and on Zoom. Sign up for meeting notifications at cityofmilford.com/list.aspx

Utility Rate Increases

Utility rates are designed to cover all current operating costs as well as provide upgrades to the system. The City's cost of service studies demonstrated a need to increase utility rates effective July 1, 2020. Due to the COVID-19 pandemic, however, City Council delayed the water and sewer increases until Aug. 15, 2021. A graphic highlighting utility rates for a typical City of Milford home are reported below.



Water Conservation

Water and sewer costs are expected to increase by about \$1.37 per month in total for the average household, but by shortening one shower each day by two minutes, or by using a faucet 3-4 minutes less each day, the increase can be reduced to \$0! Here are other money-saving tips:

In the bathroom:

- Turn off the tap while shaving or brushing teeth.
- Showers use less water than baths, as long as you keep an eye on how long you've been lathering up.

In the kitchen:

- Plug up the sink or use a wash basin if washing dishes by hand.
- Scrape your plate instead of rinsing it before loading it into the dishwasher.

In the laundry room:

- Wash only full loads of laundry or use the appropriate water level and load size selections on your washing machine.

www.cityofmilford.com/84/2341/Water-Wastewater

Low Income Home Energy Assistance Program (LIHEAP)

The Delaware Energy Assistance Program (DEAP) is a federally-funded program for low-income families that need help meeting their home energy costs. The Division of State Service Centers (DSSC) administers this program on a contractual basis with Catholic Charities, Inc. DEAP services provide assistance to income-eligible families to help them meet their home energy needs.

www.cityofmilford.com/23/Electric

What Can I Recycle?

Delaware's single stream recycling program accepts many items curbside (or in a dumpster). "Single stream" recycling is a system where all traditional recyclables such as cans, cardboard, cartons, glass bottles and jars, paper and plastics are placed in the same container (cart or dumpster), separate from your trash. However, many things can be recycled at drop-off programs throughout the State. Find a nearby solution for that item you need to get rid of by typing it into the Recyclopedia search box. Recycling correctly minimizes the tonnage of solid waste the City hauls, which saves you money by helping mitigate rate increases and reduces landfill waste.

www.cityofmilford.com/87/Solid-Waste

Efficiency Smart

The City of Milford, in partnership with the Delaware Municipal Electric Corporation (DEMEC), offers Efficiency Smart to help its residents and businesses reduce their energy use and save money. From advice on products or projects to rebates and discounts on energy improvements, Efficiency Smart can help you from start to finish. This is not energy conservation. This is energy efficiency, which is reduced power consumption without making any sacrifices.

Get more money for recycling an eligible appliance! Schedule a free pickup of a working refrigerator, freezer, dehumidifier, or room A/C unit through September 30 and get \$100 through Efficiency Smart. Call 888.997.9106 or visit www.energysmart.org/milford-delaware and select "Appliance Recycling Rewards" to schedule.

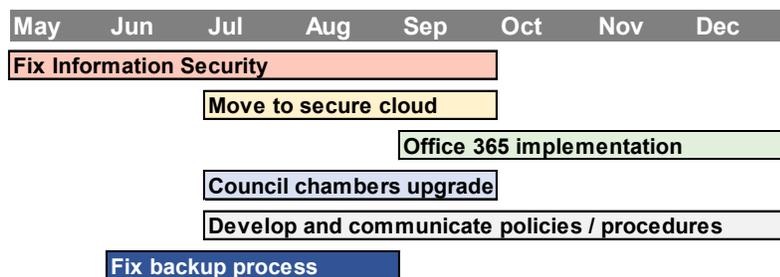
www.energysmart.org/milford-delaware
877.889.3777

Did You Know?

- The Village Cafe in the Milford Wellness Village is open to the public for breakfast (6:30am-10am) and lunch (11am-2pm) Monday-Friday. Eat in or order online with the Clover app.
- The Milford Public Library building has reopened to the public Monday-Saturday. Visit milford.lib.de.us for the complete hours.
- Four Milford businesses - Cruise Planners, Little Caesars, Mispillion River Brewing and Wayback Burgers - won a DEWins! grant, meaning any vaccinated person who visits those stores will receive a discount or free item when they show their vaccination card.
- The Mispillion Art League is hosting free (thanks to the Milford Lions Club) Creative Post-Pandemic Resuscitation (CPR) Classes every Thursday through Sept. 9. Call 302.430.7646 to register.
- The Milford Armory Community & Service Center has basketball, table tennis and roller derby leagues open to the public, as well as co-working space and event space for rent. Call Lillian Harrison at 302.381.7053 for more information.
- Downtown Milford, Inc. has an ongoing snack and nut fundraiser to raise money for Downtown events and flowers. One pound packages can be purchased online and shipped nationwide. Order here: downtown-milford-inc.terrylynn.com

Date: July 1, 2021
 To: Mayor and City Council
 From: Dale Matthews, IT Director
 Re: June 2021 Information Technology Department Staff Report

- We developed project schedules for several IT projects. The major 6 projects and timelines are shown below:



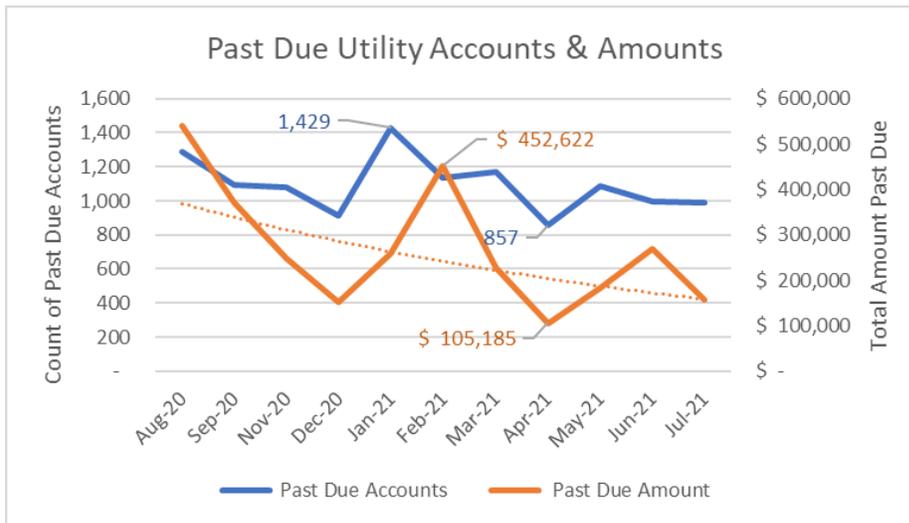
- Fix Information Security: Address all security items we identified and shared in the June update to Council.
- Move to secure cloud: Move our infrastructure from physical servers onto a secure government cloud. We will realize the following benefits:
 - Full redundancy and immediate failover capability / business continuity
 - Reduction in operating expenses related to physical hardware replacement and management
 - Improved scalability and ability to establish testing and training environments
- Office 365 Implementation: Moving staff to Office 365 will provide multiple improvements including:
 - Secure mobile access to documents from anywhere / Virtual desktops
 - Document sharing and collaboration
 - Videoconferencing and chat integrated into the operating system
 - Mobile device security management
- Council chambers upgrade: We have implemented a short-term solution to support hybrid meetings in council chambers. We have engaged vendors to develop a permanent solution that allows for livestreaming (including multiple cameras, monitors, and the proper recording equipment.) Finally, we will ensure effective and secure wireless connectivity for attendees.
- Develop and communicate policies and procedures: To ensure proper security and controls, IT policies need to be developed, shared, and enforced. Standard operating procedures will be established.
- Fix backup process: Develop and implement a comprehensive and effective backup process that includes offsite tape storage.

To: Mayor and City Council
From: Louis C. Vitola, Finance Director
Date: July 9, 2021
Re: June 2021 Finance Department Staff Report

- Monthly Financial Reporting
 - The May 2021 Month-to-Date (MTD) and Fiscal Year-to-Date (YTD) Financial Reporting Package was distributed to Council with a narrative addressing financial results.
 - No significant content or formatting changes were introduced this month.
- Operating Budget
 - The Fiscal Year 2022 Operating Budget was approved by City Council on June 14, 2021. On behalf of the Finance Department, all departmental leadership and all employees involved in the budget development process, I can't thank you enough for your support and feedback throughout the process.
 - The operating budget and the reserve-funded capital budget items were activated in the City's financial accounting and reporting system on July 1, 2021 to enable the departments to move forward with all operating and capital initiatives with the exception of grant-funded initiatives.
- Enterprise Resource Planning (ERP) Selection Process
 - Tyler Technologies emerged as the City's preferred vendor at the conclusion of the ERP process
 - The City's project management team, along with its IT consultants and additional assistance from the City Solicitor, reviewed and provided Tyler with feedback, comments and edits to the draft contract received in May
 - The team is nearly through its review of the Tyler statement of work (SOW)
 - Following internal review of the SOW and negotiations, the draft contract will be presented to Council for review and approval. The project is expected to kick off this fall.
- Fiscal Year 2021 Annual Report and Independent Audit
 - Finance Department accounting staff met with the City's new audit partners and discussed the preliminary audit, documentation requirements and other aspects of the annual closing, accounting and reporting processes
 - The City's ICMA Fellow, Melody Barger, is producing a revised, clean "skeleton" of the annual report to streamline the reporting process
- Staffing Update
 - The City's payroll specialist resigned to pursue a new opportunity in June. A recruitment will be initiated soon to fill the vacancy. In the meantime, Sandra Peck is executing payroll processes while a portion of the City's finance workload is being met by Roxane Swift, an independent contractor who has served the department regularly for cash and general ledger accounting work. In addition, we expect Melody Barger to assist the department between projects.
 - One open position remains in the Customer Service division; the recruitment was initiated in June and is still underway.

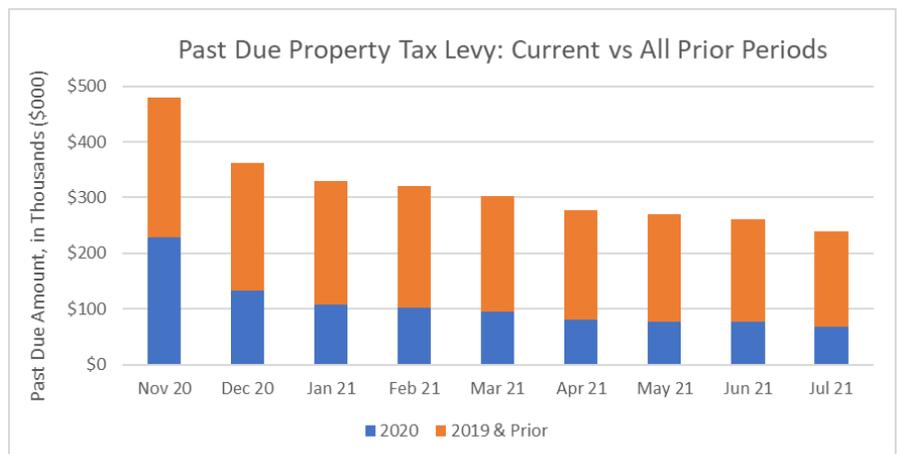
- Billing & Customer Service Department

- The graph below exhibits past due accounts and balances since August 2020 – a period of time marked by uncertainty and volatility due to the COVID-19 pandemic. The Customer Service team operated pursuant to City Code, as always, while adjusting to the changing regulations throughout the period to remain diligent in its collection of accounts receivable. We continue to monitor past due accounts carefully, offering extended payment plans, COVID-19 relief funds, and referrals to charitable resources.



We have initiated a partnership with the Delaware State Housing Authority (DSHA) to expand our ability to assist any Milford residents that continue to be impacted by the pandemic. Assistance is available for renters who may also find themselves behind on utility bills.

- The 2020 tax levy was due September 30, 2020. The table below highlights past due property tax data since then. The formal monitions process kicked off in February and continues today with assistance from Solicitor Rutt. Several properties against which the monitions proceedings began have paid in full, while several have initiated payment arrangements and others have sold at sheriff sales. We will continue to review the Department’s collection processes to encourage payment, improve the property tax collection rate and signal a standardized set of regular tax collection procedures. Note interim tax bills totaling \$45,817 generated after the initial tax levy are excluded from the table to show amounts on a comparable basis throughout the reporting period.



cc: Mark Whitfield, City Manager
Finance Department

To: Mayor and City Council
From: Louis C. Vitola, Finance Director
Date: July 9, 2021
Re: May 2021 Financial Reporting Package

The May 2021 Month-to-Date and Fiscal Year-to-Date (YTD) Financial Reporting Package is enclosed for your review. The following executive summary highlights this month's notable developments; no significant changes were made to the format or delivery of the document this month.

- Pages 1-2: Cash and Reserve Balances
 - Operating cash balances (page 1), with the exception of the general fund, rebounded in May after a three-payroll April caused a minor cash draw across the five major funds.
 - Investment balances (page 1) remain strong through May, but the standard caution is that reserve requirements and funding commitments (page 2) encumber a significant portion of the balance in each fund, most notably the general fund, sewer fund, the Municipal Street Aid (MSA) fund and Realty Transfer Tax (RTT) fund.
 - The disbursements made from the major reserve accounts (page 1, lines 13-22) during May were all made in support of Council-approved capital project expenditures incurred during April and May.
 - Impact fee collections and permit charges (page 1, lines 23-30) posted strong results again in May, building on the string of above-average activity in residential and commercial construction the second half of this fiscal year. RTT receipts in May were in line with calendar year 2021 receipts, though June's receipts were exceptional, marking the trailing twelve-month high and pushing the FY21 RTT receipts over the three-year average of \$1 million.
- Page 3: Enterprise Funds – Statement of Revenue & Expenditures (P&L Style Statement)
 - This presentation, first reported in February 2021, features a consolidated view of the YTD performance of the City's four major enterprise funds using a "P&L" or income statement format readers may recognize more readily than the detailed revenue (p. 4) and expenditure (p. 5-9) reports that follow.
 - The statement was modeled after the presentation of the Proprietary Funds Statement of Revenues, Expenses and Changes in Net Position found in the City's annual audited financial statements and will be modified as needed based on feedback and the Finance Department's plans to incorporate comparative data and non-financial operating data into the monthly report.
 - The City's enterprise fund gross, operating and net margins each posted improvements in each of the last two reporting periods, both in total and on a fund-by-fund basis. However, despite a positive operating margin and improvement in the net sewer margin since March, the net margin in the sewer fund remains negative as a result of reserve-funded capital spending. Recall that the P&L report attempts to mimic the year-end audited financial statements, which consolidate capital and operating expenditures in one statement, regardless of funding. This should alleviate any concern of the sewer fund's achievement of operating budget targets while at the same time highlighting the fact that the sewer fund is unable to support its operations, debt service and capital needs through the sewer rate alone, emphasizing the importance of the scheduled rate adjustments set forth in the City's recent Cost of Service Study.
- Page 4-8: Revenue & Expenditures
 - YTD general fund revenue as a percentage of the annual budget is almost 96%, and as we approach the end of the fiscal year, the impacts of the early annual tax billing and the monthly recognition of reserves and transfers to match the budget are marginalized. General fund revenues are expected to meet or exceed the FY21 budget, while expenditures again measure below the levelized budget through May. FY21 general fund expenditures are expected to finish far enough below the budget so as to permit the seed funding of the FY22 vehicle and equipment replacement reserves as contemplated in the FY22 budget plan.

- Enterprise fund revenues likewise remain strong through May, though electric revenue was short of the levelized monthly budget. Overall, enterprise revenue has been strong in all utility funds the second half of the fiscal year, pushing the YTD revenue variance ahead of the levelized revenue budget by 3%.
- Total enterprise fund expenses were lower than the prior period for the third month in a row, again due almost entirely to lower wholesale power costs, which is expected given the aforementioned variance in electric revenue. On a YTD basis, enterprise fund expenditures continue to track below the levelized budget in total and on a fund-by-fund basis with the exception of the sewer fund. Expenditure overages versus the levelized budget in the sewer division are primarily attributable to Kent County wastewater expenditures, which are uncontrollable but recovered directly through the County component of the sewer rate, and inflow and infiltration (I&I expenses), which are extremely difficult to control much less predict or eliminate, though efforts to mitigate I&I are ongoing.
- The narrative through fiscal year 2021 continues to hold through eleven months and is expected to be realized through the end of the fiscal year; the City's controllable operating expenses and capital spending funded by current operations have been held deliberately low all year. Necessary operating and capital expenditures deferred to the seasonal, project-friendly weather of the fourth quarter of the fiscal year have been materializing as expected, but not to the extent that would threaten a reversal of the positive budget variance over the final two months of the year.

cc: Mark Whitfield, City Manager
Finance Department



Financial Reporting Package
As of and For the Period Ended May 31, 2021

Cash & Investment Balance Rollforward
Restricted Cash Reserves Report
Enterprise Funds YTD Revenue & Expenditure Report
Revenue Report with MTD & YTD vs Annual Budget
Expenditure Report with MTD & YTD vs Annual Budget
Interservice Department Cost Allocation

City of Milford, Delaware
Cash and Investment Balance¹ Rollforward
For the Period Ended May 31, 2021

1 **Operating Cash Balances**

2	Description	Opening Balance (Apr 30, 2021)	Receipts	Interest Earned	Disbursements	Closing Balance (May 31, 2021)
3	General Fund	\$ 3,689,234	\$ 1,347,853	\$ 648	\$ (1,502,869)	\$ 3,534,866
4	Electric Fund	3,171,504	2,026,229	1,829	(1,843,687)	3,355,875
5	Water Fund	1,271,810	267,376	996	(117,518)	1,422,664
6	Sewer Fund	877,357	419,992	470	(310,418)	987,401
7	Solid Waste Fund	423,257	106,315	60	(83,911)	445,722
8	Operating Cash Totals	\$ 9,433,163	\$ 4,167,765	\$ 4,003	\$ (3,858,403)	\$ 9,746,527

9 **Federal, State and Other Special Purpose Cash Balances**

10	Description	Opening Balance (Apr 30, 2021)	Receipts	Interest Earned	Disbursements ³	Closing Balance (May 31, 2021)
11	General Improvement	\$ 232,909	\$ -	\$ 31	\$ -	\$ 232,940
12	Municipal Street Aid (MSA)	576,956	-	78	-	577,034
13	Realty Transfer Tax (RTT)	3,529,228	116,929	486	(41,667)	3,604,976
14	Economic Development	32,289	118,450	-	-	150,739
15	Special Purpose Cash Totals	\$ 4,371,382	\$ 235,379	\$ 596	\$ (41,667)	\$ 4,565,689

16 **Reserve Fund Cash Balances²**

17	Description	Opening Balance (Apr 30, 2021)	Receipts	Interest Earned	Disbursements ⁴	Closing Balance (May 31, 2021)
18	General Fund Capital Reserves	\$ 1,829,704	\$ -	\$ 9	\$ (48,346)	\$ 1,781,368
19	Water Fund Capital Reserves	9,428,360	-	57	(70,070)	9,358,347
20	Sewer Fund Capital Reserves	3,953,584	-	24	(7,723)	3,945,885
21	Electric Fund Capital Reserves	14,219,736	-	66	(13)	14,219,789
22	Reserve Fund Cash Totals	\$ 29,431,384	\$ -	\$ 156	\$ (126,151)	\$ 29,305,389

23 **Impact Fees and Police/General Facilities Cash Balances**

24	Description	Opening Balance (Apr 30, 2021)	Receipts	Interest Earned	Disbursements	Closing Balance (May 31, 2021)
25	Police & General Gov't Facilities	\$ 555,386	\$ 73,151	\$ -	\$ -	\$ 628,537
26	Carlisle Fire Co Permit Fund	593,911	24,384	-	-	618,295
27	Water Impact Fee Reserves	4,169,613	384,000	-	-	4,553,613
28	Sewer Impact Fee Reserves	2,416,108	202,875	-	-	2,618,983
29	Electric Impact Fee Reserves	1,024,990	17,400	-	-	1,042,390
30	Impact Fees & Police/GF Totals	\$ 8,760,008	\$ 701,810	\$ -	\$ -	\$ 9,461,818

31	Grand Totals	\$ 51,995,937	\$ 5,104,953	\$ 4,755	\$ (4,026,221)	\$ 53,079,424
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32 ¹Balances reflect banking and investment account statements and are not indicative of funding availability

33 ²See enclosed Restricted Cash Reserves Report for breakdown of reserve funding commitments

34 ³Budgeted Transfer to Police to support OpEx (line 13)

35 ⁴Disbursements from Gen Fund Reserves (line 18) reflects Parks & Rec projects and PD Bld Design; Water Reserves (line 19) used primarily for SE Wells & NE/NW Front St. Disbursement from Sewer Reserves (line 20) to support I&I investigation.

City of Milford, Delaware
Restricted Cash Reserves Report
As of May 31, 2021

General Fund Capital Reserves		Amount
Cash/Investment Balance (5/31/21)	\$	1,781,368
Restricted Funds:		
FY'19 Approved with Budget		(115)
FY'19 Capital - Council Approved		-
FY'20 Approved with Budget		(203,365)
FY'20 Capital - Council Approved		(7,233)
FY'21 Approved with Budget ¹		(580,606)
FY'21 Capital - Council Approved		(244,690)
Funding for 5 Police Officers - Yr 3		(375,000)
Support Policy with RTT ²		2,000,000
Draft Reserve (MCR) Policy ³		(1,357,614)
Equipment Replacement Reserve ³		(771,581)
Uncommitted Reserve Balance	\$	241,164

Electric Fund Capital Reserves		Amount
Cash/Investment Balance (5/31/21)	\$	14,219,789
Restricted Funds:		
SCADA / Smart Metering Wall		(100,000)
FY'19 Budgeted Capital		(297,150)
FY'20 Budgeted Capital		(181,961)
FY'21 Capital - Council Approved		(75,000)
Early Redemption of Bond (1/1/22)		(4,060,000)
Draft Reserve (MCR) Policy ⁴		(6,329,000)
Equipment Replacement Reserve ⁴		(97,000)
Uncommitted Reserve Balance	\$	3,079,678

Water Fund Capital Reserves		Amount
Cash/Investment Balance (5/31/21)	\$	9,358,347
Restricted Funds:		
NW & NE Front Street Waterline		(118,408)
Streets 2020 Utility Engineering		(3,226)
SE Second Street - Lead Gooseneck		(2,554)
Two Test Wells - 10th Street		(32,613)
Automated Blow-Off Valves		(48,628)
Lovers Lane & Mispillion St Group		(245,904)
Fencing & Water Source Study		(0)
SE Regional Water Quality Study		(36,750)
Front Street Water Lines		(1,500,000)
Draft Reserve (MCR) Policy ⁴		(2,333,000)
Equipment Replacement Reserve ⁴		(101,000)
Uncommitted Reserve Balance	\$	4,936,264

Municipal Street Aid Reserves		Amount
Cash/Investment Balance (5/31/21)	\$	577,034
Projected Receipts through FY'21:		-
Restricted Funds:		
Mispillion Street Group		(434,440)
Street Improvement Plan: 2020		(59,190)
Street Improvement Plan: 2019		(72,000)
Balance of Fisher, Plum, Masten, etc		(1,094)
Balance of Lovers Lane Project		(3,125)
Restricted for Bridge Improvements		(6,552)
Uncommitted Reserve Balance	\$	633

Sewer Fund Capital Reserves		Amount
Cash/Investment Balance (5/31/21)	\$	3,945,885
Restricted Funds:		
Vehicles: F250 Svc & H/D w/Plow		(71,051)
I&I Studies: & Shawnee/Truitt		(133,916)
DNREC Surface Water Grant		(50,000)
Mill Street - Line Rerouting		(5,439)
Streets 2020 Utility Engineering		(3,226)
Fencing - Lighthouse Pump Station		(28,000)
Upgrade Line - Mispillion St Group		(28,618)
Backup Generator		(40,950)
Draft Reserve (MCR) Policy ⁴		(3,327,000)
Equipment Replacement Reserve ⁴		(235,000)
Uncommitted Reserve Balance	\$	22,686

Realty Transfer Tax Reserves		Amount
Cash/Investment Balance (5/31/21)	\$	3,604,976
Projected Receipts through FY'21:		50,917
Restricted Funds:		
Transfer to Police Dept		(83,330)
Sidewalk Project Funding		(140,000)
Mispillion Street Group		(80,000)
Support GF Policies ²		(2,000,000)
Draft Reserve Policy ⁵		(1,000,000)
Uncommitted Reserve Balance	\$	352,563

¹Includes \$347,899 for FY'21 General Fund Operating Budget Deficit-Funding

²Per discussions held at 11/17/2020 Council Retreat, implementation of GF Reserve Policies would require support from an eligible funding source

³Initial draft of GF Policies recommend MCR of 60 days OpEx & Equip Repl Res of PY Equipment Depreciation Expense; CIP budgeting process March-April 2021 resulting in updated recommendation to MCR of 45 days OpEx & Equip Repl Res minimum of 110% of upcoming CIP budget

⁴Initial Fund Policy draft split Minimum Cash Req'd from COS study into new MCR & Equip Repl Reserve (20% of CIP); proportion of split updated w/CIP progress & Fund Policy revision

⁵Per 11/17 Retreat, initial draft of RTT Fund Policy recommends dynamic MCR based on average of trailing-three-year RTT receipts

City of Milford, Delaware
Enterprise Funds: YTD Actual Statement of Revenues & Expenditures¹
For the YTD Period Ended May 31, 2021 (in thousands)

Enterprise Funds Profit & Loss (P&L) Statement	Electric	Water	Sewer	Solid Waste	Total	Total (as % of Revenue)
1 Operating Revenue	\$ 22,838	\$ 2,812	\$ 4,229	\$ 1,263	\$ 31,141	100.0%
2 Cost of Revenue ²	(15,276)	(296)	(2,826)	(313)	(18,712)	-60.1%
3 Gross Margin	7,562	2,515	1,403	950	12,429	39.9%
4 Operating Expenses						
5 Operations & Maintenance	(2,134)	(874)	(768)	(538)	(4,314)	-13.9%
6 Personnel	(1,004)	(276)	(270)	(238)	(1,789)	-5.7%
7 Total Operating Expenses	(3,139)	(1,150)	(1,039)	(776)	(6,103)	-19.6%
8 Operating Income	\$ 4,423	\$ 1,365	\$ 364	\$ 174	\$ 6,327	20.3%
9 Non-Operating Revenue (Expense)	38	22	(3)	1	59	0.2%
10 Surplus (Deficit) available for debt service & capital	4,461	1,387	361	176	6,385	20.5%
11 Debt Service - Principal & Interest	(274)	(319)	(329)	(71)	(993)	-3.2%
12 Capital Spending / Contributions from (to) Reserves	(164)	(11)	(290)	-	(465)	-1.5%
13 Surplus (deficit) available for transfers	4,023	1,057	(257)	104	4,927	15.8%
14 Transfers Out	(2,292)	-	-	-	(2,292)	-7.4%
15 Net Surplus (Deficit) - YTD through Current Month	\$ 1,731	\$ 1,057	\$ (257)	\$ 104	\$ 2,635	8.5%
16 Net Surplus (Deficit) - YTD through Prior Month	\$ 1,572	\$ 907	\$ (316)	\$ 77	\$ 2,240	7.8%
17 Chg: Current vs Prior - Favorable (Unfavorable)	\$ 159	\$ 150	\$ 58	\$ 28	\$ 395	0.6%

¹FY2022 iterations of this report will be modified to show comparable data versus the budget and/or prior year performance, common size (percentage-based) figures, operational data and/or customer data to further inform the current year performance in the enterprise funds.

²Cost of Revenue reported in the electric fund reflects wholesale cost of power and serves as an ideal revenue offset to arrive at gross margin. Cost of revenue in the water, sewer and solid waste funds are estimated based on a limited set of known, direct inputs to the cost of providing the utility services billed. Aside from Kent County sewer treatment charges, costs of revenue in the water, sewer and solid waste funds are likely understated.

City of Milford, Delaware
 Revenue Report: MTD and YTD Actual vs Annual Budget
 For the YTD Period Ended May 31, 2021

91.7% of Year Elapsed

Account / Function	FY'21 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget
General Fund:				
Economic Development Fund	\$ 70,860	\$ -	\$ 70,860	100.0%
General Fund Reserves	813,099	2,172	567,373	69.8%
General Fund Reserves - New Officers	436,800	36,400	400,400	91.7%
Realty Transfer Tax - Police	500,000	41,666	458,333	91.7%
Real Estate Tax	4,316,000	5,237	4,338,133	100.5%
Business License	50,000	3,545	71,755	143.5%
Rental License	100,000	10,675	111,500	111.5%
Building Permits	250,000	41,264	372,649	149.1%
Planning & Zoning	47,000	6,825	53,115	113.0%
Grasscutting Revenue	16,000	1,333	14,667	91.7%
Police Revenues	508,375	114,599	494,544	97.3%
Misc. Revenues	417,100	55,000	379,025	90.9%
Transfers In	3,486,525	290,545	3,195,982	91.7%
Total General Fund Revenue	\$ 11,011,759	\$ 609,261	\$ 10,528,336	95.6%
Enterprise Funds:				
Water Fund Revenues	\$ 2,984,929	\$ 263,763	\$ 2,833,557	94.9%
Sewer Fund Revenues	2,528,345	218,038	2,421,889	95.8%
Kent County Sewer	1,900,000	166,747	1,839,673	96.8%
Solid Waste Fund Revenues	1,314,770	114,144	1,264,384	96.2%
Electric Fund Revenues	24,310,398	1,850,167	22,873,212	94.1%
Total Enterprise Fund Revenue	\$ 33,038,442	\$ 2,612,859	\$ 31,232,715	94.5%
Other Enterprise Expense		(1,368)	(9,396)	
Other Enterprise Revenue		5,805	25,555	
Total General & Enterprise Fund Revenue	\$ 44,050,201	\$ 3,226,557	\$ 41,777,210	94.8%

City of Milford, Delaware
Expenditure Report: MTD and YTD Actual vs Annual Budget
For the YTD Period Ended May 31, 2021

91.7% of Year Elapsed

Fund / Account / Divisional Groupings	FY'21 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget	Unexpended Balance
General Fund					
City Administration					
Personnel	\$ 623,686	\$ 50,258	\$ 519,933	83.4%	\$ 103,753
Operation & Maintenance (O&M)	191,289	6,856	104,119	54.4%	87,170
Capital	-	-	-		-
Subtotal: City Administration	814,975	57,114	624,052	76.6%	190,923
Planning & Zoning					
Personnel	158,111	12,382	143,512	90.8%	14,599
O&M	82,647	994	44,716	54.1%	37,931
Capital	-	-	-		-
Subtotal: Planning & Zoning	240,758	13,376	188,228	78.2%	52,530
Code Enforcement & Inspections					
Personnel	288,296	17,008	237,606	82.4%	50,690
O&M	91,722	16,050	66,921	73.0%	24,801
Capital	32,000	-	28,542	89.2%	3,458
Subtotal: Code Enforcement & Inspections	412,018	33,058	333,069	80.8%	78,949
Council					
Personnel	32,295	4,456	30,648	94.9%	1,647
Legal	45,000	-	15,355	34.1%	29,645
City Hall Building Expense	30,014	2,501	27,513	91.7%	2,501
Insurance	20,400	-	21,859	107.2%	(1,459)
Christmas Decorations	7,000	-	-	0.0%	7,000
Council Expense	34,200	140	14,527	42.5%	19,673
Employee Recognition	28,000	10	14,873	53.1%	13,127
Codification	15,000	-	6,728	44.9%	8,272
Carlisle Fire Company	140,000	-	140,000	100.0%	-
Museum	30,000	-	30,000	100.0%	-
Downtown Milford, Inc.	45,860	-	45,860	100.0%	-
Milford Public Library	25,000	-	25,000	100.0%	-
Economic Development	2,000	-	207	10.4%	1,793
Armory Expenses	9,000	-	5,502	61.1%	3,498
Kent Economic Partnership	30,000	-	-	0.0%	30,000
Election - Wages	6,000	-	337	5.6%	5,663
Election - Supplies	2,000	-	810	40.5%	1,190
Community Festivals	60,000	-	30,000	50.0%	30,000
Subtotal: Council	561,769	7,107	409,219	72.8%	152,550

City of Milford, Delaware
Expenditure Report: MTD and YTD Actual vs Annual Budget
For the YTD Period Ended May 31, 2021

91.7% of Year Elapsed

Fund / Account / Divisional Groupings	FY'21 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget	Unexpended Balance
37 Finance					
38 Personnel	504,477	36,640	496,703	98.5%	7,774
39 O&M	86,400	5,049	42,278	48.9%	44,122
40 Capital	-	-	-		-
41 Subtotal: Finance	590,877	41,689	538,981	91.2%	51,896
42 Information Technology					
43 Personnel	274,394	18,141	154,688	56.4%	119,706
44 O&M	276,418	3,459	239,302	86.6%	37,116
45 Capital	62,000	27,396	56,396	91.0%	5,604
46 Subtotal: Information Technology	612,812	48,996	450,386	73.5%	162,426
47 Police Department					
48 Personnel	4,969,863	353,332	4,285,328	86.2%	684,535
49 O&M	724,875	41,726	531,036	73.3%	193,839
50 Capital	105,700	-	93,987	88.9%	11,713
51 Subtotal: Police Department	5,800,438	395,058	4,910,351	84.7%	890,087
52 Streets & Grounds Division					
53 Personnel	353,451	24,783	306,292	86.7%	47,159
54 O&M	440,195	17,660	295,531	67.1%	144,664
55 Capital	-	-	-		-
56 Subtotal: Streets & Grounds Division	793,646	42,443	601,823	75.8%	191,823
57 Parks & Recreation					
58 Personnel	550,946	33,103	394,587	71.6%	156,359
59 O&M	368,020	34,050	315,900	85.8%	52,120
60 Capital	265,500	2,390	172,176	64.8%	93,324
61 Subtotal: Parks & Recreation	1,184,466	69,543	882,663	74.5%	301,803
62 Total General Fund Expenditures	\$ 11,011,759	\$ 708,384	\$ 8,938,772	81.2%	\$ 2,072,987

City of Milford, Delaware
Expenditure Report: MTD and YTD Actual vs Annual Budget
For the YTD Period Ended May 31, 2021

91.7% of Year Elapsed

Fund / Account / Divisional Groupings	FY'21 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget	Unexpended Balance
Enterprise Funds:					
Water Division					
Personnel	\$ 319,598	\$ 25,578	\$ 276,405	86.5%	\$ 43,193
O&M	1,542,611	87,825	1,169,972	75.8%	372,639
Capital	757,445	-	-	0.0%	757,445
Debt Service	365,275	-	318,774	87.3%	46,501
Subtotal: Water Division	2,984,929	113,403	1,765,151	59.1%	1,219,778
Sewer Division					
Personnel	307,738	25,003	270,103	87.8%	37,635
O&M	1,814,277	101,617	1,763,072	97.2%	51,205
Capital	-	-	-	-	-
Debt Service	406,330	-	329,050	81.0%	77,280
Subtotal: Sewer Division (excl. Kent County)	2,528,345	126,620	2,362,225	93.4%	166,120
Kent County Sewer	1,900,000	166,743	1,839,409	96.8%	60,591
Subtotal: Sewer Division (Comprehensive)	4,428,345	293,363	4,201,634	94.9%	226,711
Solid Waste Division					
Personnel	315,705	18,852	237,833	75.3%	77,872
O&M	999,065	67,688	922,371	92.3%	76,694
Capital	-	-	-	-	-
Subtotal: Solid Waste Division	1,314,770	86,540	1,160,204	88.2%	154,566
Subtotal: Water, Sewer & Solid Waste	8,728,044	493,306	7,126,989	81.7%	1,601,055
Electric Division					
Personnel	1,135,845	61,480	1,004,497	88.4%	131,348
O&M	2,605,859	160,757	2,134,630	81.9%	471,229
Transfer to General Fund	2,500,000	208,334	2,291,667	91.7%	208,333
Capital	947,529	2,978	164,013	17.3%	783,516
Debt Service	321,165	-	274,208	85.4%	46,957
Subtotal: Electric Division (excl. Power)	7,510,398	433,549	5,869,015	78.1%	1,641,383
Power Purchased	16,800,000	1,256,648	15,275,845	90.9%	1,524,155
Subtotal: Electric Division (Comprehensive)	24,310,398	1,690,197	21,144,860	87.0%	3,165,538
Total Enterprise Fund Expenditures	\$ 33,038,442	\$ 2,183,503	\$ 28,271,849	85.6%	\$ 4,766,593
Grand Total Operating Budget	\$ 44,050,201	\$ 2,891,887	\$ 37,210,621	84.5%	\$ 6,839,580

City of Milford, Delaware
Interservice Department Expenditures: MTD and YTD Actual vs Annual Budget
For the YTD Period Ended May 31, 2021

91.7% of Year Elapsed

Account / Divisional Groupings	FY'21 Budget	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget	Unexpended Balance
Interservice Departments					
Garage					
Personnel	\$ 94,752	\$ 6,649	\$ 78,453	82.8%	\$ 16,299
Operation & Maintenance (O&M)	120,672	4,641	99,081	82.1%	21,591
Capital	-	-	-		-
Subtotal: Garage	215,424	11,290	177,534	82.4%	37,890
Public Works					
Personnel	727,521	54,218	587,100	80.7%	140,421
O&M	270,155	16,767	162,466	60.1%	107,689
Capital	216,773	27,396	27,396	12.6%	189,377
Subtotal: Public Works	1,214,449	98,381	776,962	64.0%	437,487
Tech Services					
Personnel	249,059	20,016	232,620	93.4%	16,439
O&M	445,181	57,042	413,891	93.0%	31,290
Capital	-	-	-		-
Subtotal: Tech Services	694,240	77,058	646,511	93.1%	47,729
Billing & Collections					
Personnel	662,726	45,010	535,044	80.7%	127,682
O&M	282,655	9,658	202,813	71.8%	79,842
Capital	49,500	-	44,166	89.2%	5,334
Subtotal: Billing & Collections	994,881	54,668	782,023	78.6%	212,858
City Hall Cost Allocation					
O&M	70,620	(904)	39,808	56.4%	30,812
Capital	-	-	-		-
Subtotal: City Hall Cost Allocation	70,620	(904)	39,808	56.4%	30,812
Interdepartmental Cost Allocation	\$ (3,189,614)	\$ (240,493)	\$ (2,422,838)	76.0%	\$ (766,776)
Net Interdepartmental Costs¹	\$ -	\$ -	\$ -		\$ -

¹All costs reported here are allocated to and entirely funded by the various departments that use the services provided internally by these shared departments.



TO: Mayor and City Council

THRU: Mark Whitfield, City Manager

FROM: Michael Svaby, Director, Public Works

DATE: July 9, 2021

RE: Recommendation for Award of Construction Management Agency Contract for PD Building

Executive Summary

In proceeding with design work on the new PD headquarters Building, a panel was formed consisting of the City Manager and key personnel from the Police and Public Works Departments. One outcome of this panel's work was the determination that the PD Headquarters Project's design and construction effort is of sufficient level of complexity to warrant the assistance of a Construction Manager (CM). Between the dates of April 15th, 2021 and July 7th, 2021, the panel conducted a procurement process to solicit, receive, and rate submitted proposals for Construction Management firms on both a qualitative and quantitative basis. A full evaluation and interview/presentation procedure reviewed a count of nine submitted proposals, culling the group down to a short-list of 3 candidate firms, all of which were determined qualified. Through negotiations and a uniform fact-finding process conducted equally and without bias to each of the 3 shortlisted candidates, the panel is recommending award of a CM/Agency Contract to Richard Y. Johnson and Sons, Inc (RYJ).

Background and Detail

After determining a CM would be the best approach on this complex a project, a Request for Proposal (RFP) was advertised in multiple written media as well as the City's website for two consecutive weeks. This RFP gave general information about the Building Project itself as well as estimated timelines for the procurement. The solicitation included a copy of the rating/evaluation scoresheet to enable firms to be aware of the components being evaluated and their respective weights in the final score toward achieving shortlist status. The panel initially rated all nine firms, leading to identification of a shortlist of the top three rated firms. In order of raw score, Whiting Turner (W/T) was first, Richard Y. Johnson was second and GGA/Willow (GGA) Construction was third.

These three firms were then scheduled to come to Public Works and give a 45-minute, timed presentation, allowing for a 15-minute question and answer period to be led by the panel. All three short listed firms were given a copy of the shortlist/rating evaluation scoresheet.

On May 20th, 2021, each of the three firms gave their presentations and were evaluated. The outcome of these evaluations reflected once again that W/T was ranked first, RYJ was ranked second and GGA was ranked third.

In the days immediately after the presentations, the Public Works Director began a negotiation/fact-finding effort, beginning with W/T due to their ranking in the presentation scoring. Questions were developed that would identify and rate qualitative and quantitative factors (including price) as submitted by each of the three qualified firms. The information solicited in identical fashion from each and received on or before the identified due date included:

- 1) Formatted Price (PreCon, Design and Estimating Assistance; Construction Phase Management - as a percentage of Construction Cost, fixed price for reimbursables, and terms and conditions)
- 2) Fixed Price ranking only
- 3) Change Order Fee
- 4) Historic starting and finishing project cost/# of change orders issued
- 5) Average Fee Charged for CM/A contract over last 5 years
- 6) What percent of the Firm's fee was comprised of insurance cost
- 7) Number of CM/A projects undertaken in the last 2 years
- 8) Percent of projects held that led to further award to DE subcontractors
- 9) Differences in working day count between planned and actual with earliest finish being most preferred
- 10) Differences in working day count between planned and actual with closest to planned being most preferred

The firms were then ranked on each of these factors, relative to one another (i.e., most preferred, less preferred, least preferred).

RYJ was in first place overall, capturing 9 of the 10 most preferred factors. W/T had least preferred in 6 of the 10 factors. GGA had 1 most preferred, 3 least preferred, and 6 that were in between most and least preferred.

These factors and the related information provide the indication that RYJ is both best on price (quantitative) and best on qualitative factors that were deemed important in making this procurement.

Recommendation

The range of information sought and received about the three shortlisted firms reflects a fee structure, relevant experience, location/site presence, and an approach and commitment to success that best benefits the City of Milford under partnership with RYJ. Consequently, the panel recommends RYJ be awarded a CM/Agency contract to begin working with the Project Architect/Engineer Becker Morgan as Construction Manager for the Project.



DATA SHEET FOR LANDS OF WALTER FIENDT

Annexation Committee: May 10, 2021
Planning Commission Meeting: July 20, 2021
City Council Meeting: July 26, 2021

Application Number / Name	:	21-013 / Lands of Walter Feindt
Applicant	:	Walter G. & Sharon A. Feindt 4 Lakelawn Drive Milford, DE 19963
Owner	:	Same
Application Type	:	Annexation
Comprehensive Plan Designation	:	Low Density Residential
Current Zoning District	:	AR-1 (Agricultural Residential)
Proposed Zoning District	:	C-1 (Neighborhood Commercial)
Present Use	:	Vacant
Proposed Use	:	Vacant
Area and Location	:	1.994 +/- acres of land located along the east side of S. Rehoboth Boulevard approximately 1,150 feet south of the SE Second Street intersection. north
Property Identification Numbers	:	3-30-11.00-044.05, 044.06 & 044.07
ENC:		Annexation Committee Report Exhibit A - Location & Zoning Map Exhibit B – Comprehensive Plan Land Use Map Exhibit C – Written Petition Exhibit D – Annexation Agreement Exhibit E – OSPC Approval

TO: Mayor & Council Members
FROM: Annexation Committee
DATE: May 10, 2021
RE: Annexation Committee Report

A public meeting was held in Council Chambers on May 10, 2021 to consider the annexation request for lands described as:

Property Owner:	Walter G. & Sharon A. Feindt Trustees
Location:	S. Rehoboth Boulevard
Size:	1.994 +/- acres
Existing Zoning:	AR-1 – Agricultural Residential (Sussex County)
Requested Zoning:	C-1 (Neighborhood Commercial)
Tax Map and Parcel Number:	3-30-11.00-044.05, 044.06 & 044.07

APPLICANT

A petition by the property owners was submitted on March 31, 2021 to annex 1.994 +/- acres into the corporate limits of the City of Milford.

LOCATION

The properties are identified as Sussex County tax parcel(s) 3-30-11.00-044.05, 044.06 & 044.07 and are located along the east side of S. Rehoboth Boulevard, just south of the proposed entrance to Windward Boulevard and approximately 1,150 feet south of the SE Second Street intersection. The properties would be located in Ward 3.

STREETS

The properties are currently vacant and do not contain an entrance onto S. Rehoboth Boulevard. S. Rehoboth Boulevard is a State Maintained roadway and any entrances would require DelDOT approval. Additionally, the developer for Windward on the River – Residential and Deep Branch Plaza granted a cross-access easement to these parcels onto Windward Boulevard, which would be the preferred access point for these properties, if developed.

DRAINAGE

The properties are currently undeveloped and any future development of the properties would be subject to DNREC storm-water regulations and the owner would be required to obtain any and all permits from the Sussex Conservation District and State of Delaware.

ZONING

The area proposed to be annexed is currently zoned AR-1 (Agricultural Residential) in Sussex County under the Sussex County zoning ordinance. The applicant requests the properties be zoned C-1 (Neighborhood Commercial District) under the City of Milford zoning ordinance.

SEWER

The properties would be served by the newly constructed Windward on the River regional pump station. The developer would be responsible for any required upgrades and utility extensions to serve the proposed development on the site. All costs associated with the design and construction of the sewer extension would be borne by the applicant. Any construction improvements would need to be reviewed and approved by the City Engineer.

WATER

The properties would be served by the existing 10" water main that is located along Windward Boulevard. The developer would be responsible for any required upgrades and utility extension to serve the proposed development of the site. All costs associated with the design and construction of the water main extension would be borne by the applicant. Any construction improvements would need to be reviewed and approved by the City Engineer.

ELECTRIC

The properties would be served by City of Milford electric utility. All costs associated with the design and construction of electric improvements would be borne by the applicant. Any construction improvements would need to be reviewed and approved by the City Engineer and the City Electric Division.

TRAFFIC

The properties are located along S. Rehoboth Boulevard and would gain access with an entrance along this roadway or via Windward Boulevard directly to the north. S. Rehoboth Boulevard is a State Maintained roadway and any entrances would require approval from DelDOT.

ENVIRONMENTAL ISSUES

The U.S. Army Corp of Engineers will control provisions under Section 404 of wetlands on the parcel. According to the DNREC Navigator website, the properties may contain wetlands at the far eastern limits of parcel 044.05. Additionally, the same portion of the site is impacted by the 100-year floodplain with a base flood elevation of 9 feet above sea level according to the most recent FEMA Flood Insurance Rate Maps (FIRMs). The properties do not contain areas of excellent groundwater recharge according to DNREC Navigator website.

AREA LAND USES

The properties to the south and west are primarily single-family detached dwellings on larger lots developed in Sussex County's AR-1 zoning district. The property to the north is the site of the proposed Deep Branch Plaza commercial center and is zoned C-1. The property to the northeast is the site of the Windward on the River-Residential project containing 264 residential apartment units and is zoned R-3. The property to the east is a 30 +/- acre parcel containing a single dwelling unit in Sussex County and is zoned AR-1.

FIRE AND POLICE

The subject parcel is located within the Carlisle Fire Company district area according to Sussex County's online mapping application. Carlisle Fire Dept. already provides fire and EMS coverage to this area. EMS is also currently provided by Kent County Levy Court. Milford Police Department will provide police service.

COMPREHENSIVE LAND USE PLAN

The annexation request is consistent with the 2018 Comprehensive Plan Future Land Use Plan and is designated as Proposed Low Density Residential. C-1 is an allowable zone in the comprehensive plan's future land use and zoning link table, along with R-1, R-2 and OB-1.

PROPERTY TAXES AND OTHER ECONOMIC CONSIDERATIONS

The proposed annexation would generate new property tax revenue. Development of the properties would provide additional revenue within the electric, water and sewer systems.

ADVANTAGES TO THE CITY

- 1. The properties are within the planning area of the City of Milford.
- 2. The City would receive revenues (property tax, building permits, etc.) associated with activity on these parcels.
- 3. Potential for additional water, sewer and electric users.
- 4. Identified within the Urban Growth Boundary of the 2018 Comprehensive Plan.

DISADVANTAGES TO THE CITY

- 1. The committee is concerned about the commercialization of the S. Rehoboth Boulevard corridor south of the Deep Branch Plaza project.

RECOMMENDATION

Based on the issues and comments discussed in this report, the Annexation Committee of the City of Milford recommends approval of the application, following a 2 to 1 vote, with the following comments:

- 1. Annexation is consistent with the “Comprehensive Land Use Plan.”
- 2. Properties are contiguous to existing City Limits.
- 3. Any changes to the properties are subject to review by the City of Milford Planning Commission and/or City Council.
- 4. Properties will be served by City water, sewer and electric.
- 5. An executed Annexation Agreement is required prior to final City Council approval.
- 6. Upon approval of the annexation committee report, a Municipal Annexation Plan of Services will be submitted to the Office of State Planning for their approval.

*The one dissenting vote was from Councilwoman Wilson, who was supportive of the annexation, but felt the property should be zoned C-1 Neighborhood Commercial.

The properties should be annexed with the following zoning classification: R-1 (Single-family Residential District)

David Macabally

Council Representative/Committee Chairman

5/18/21

Date

Brian O'Brien

Council Representative

5/18/21

Date

Katrina E. Wilson

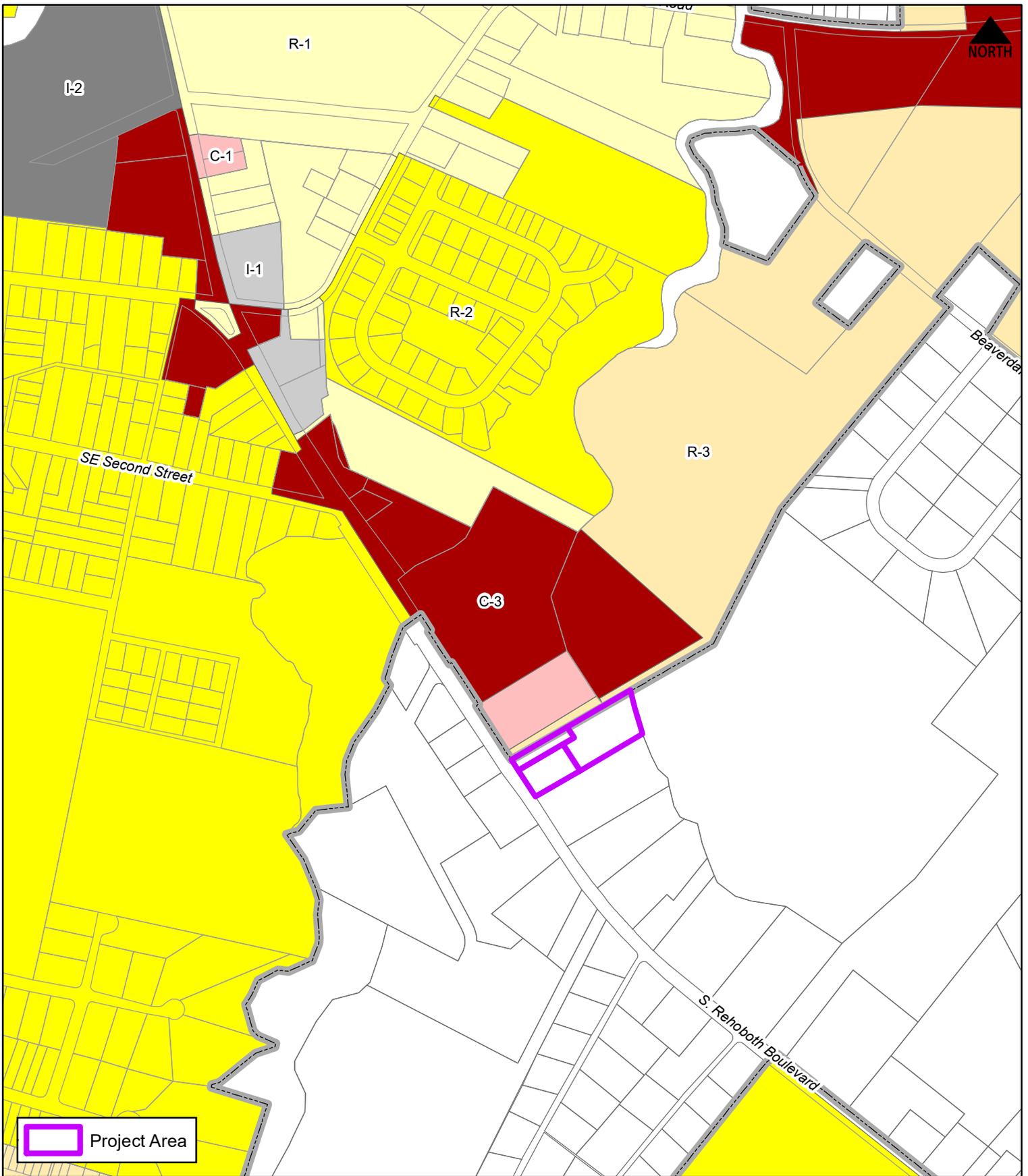
Council Representative

5/18/21

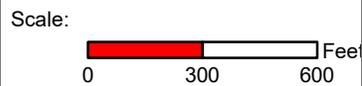
Date

Planning Commission Chairman

Date



 Project Area

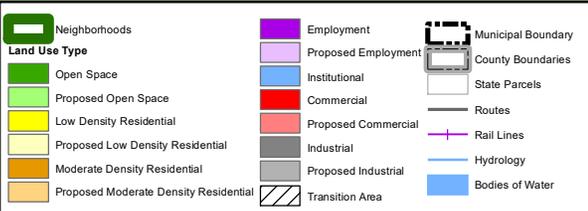
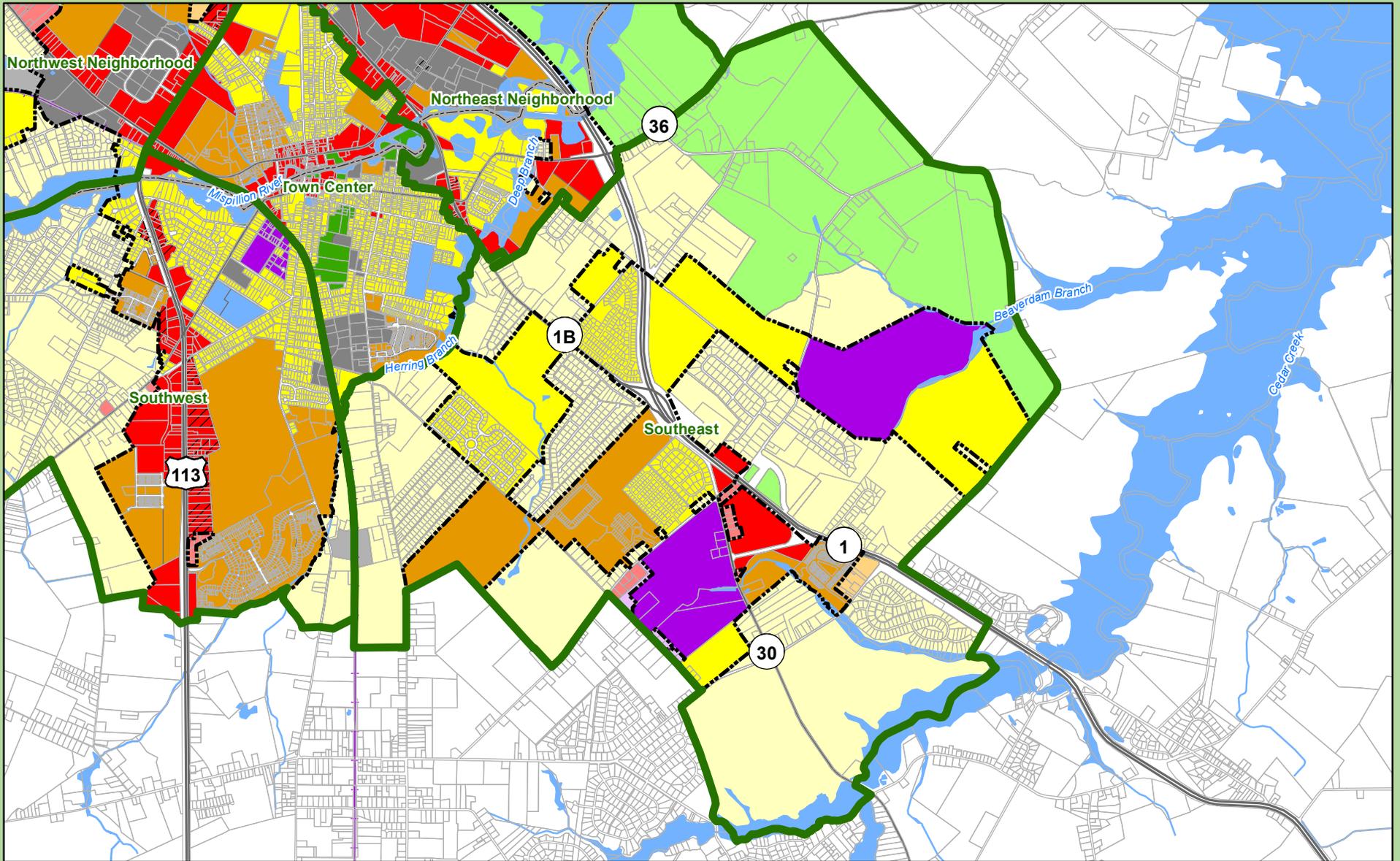


Drawn by: WRP Date: 04/05/21

Title:

Annexation
Lands of Walter Feindt
Location & Zoning Map

Filepath: Annexation_WalterFeindt.mxd

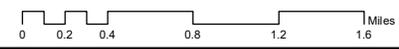


City of Milford, Delaware

Future Land Use

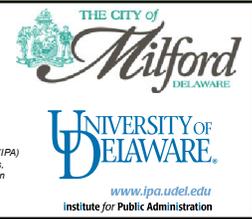
Southeast

Adopted Jan. 22, 2018, Certified TBD



Sources:
 Municipal Boundaries - Delaware Office of State Planning Coordination, FirstMap 10/17.
 DRAFT Future Landuse - City of Milford, Delaware 01/18.
 Road and Rail Network - Delaware Department of Transportation, FirstMap 01/18.
 Hydrology - USGS and EPA, FirstMap 01/18.

Note: This map is provided by the University of Delaware, Institute for Public Administration (IPA) solely for display and reference purposes and is subject to change without notice. No claims, either real or assumed, as to the absolute accuracy or precision of any data contained herein are made by IPA, nor will IPA be held responsible for any use of this document for purposes other than which it was intended.



Walter G. Feindt, Trustee
Sharon A. Feindt, Trustee
4 Lakelawn Drive
Milford, DE 19963

March , 2021

City of Milford
City Council
201 South Walnut Street
Milford, Delaware 19963

Re: **Petition for Annexation**

Sussex County Tax Map No. 330-11.00-44.05, 44.06 & 44.07

Property Address: east side of S. Rehoboth Blvd, approximately 0.4 miles
south/southeast of Route 36

Dear Mayor and City Council,

Please accept this letter as our formal request for annexation of the above referenced parcels into the City of Milford. The land is currently zoned as Agricultural Residential (AR-1) and the land is currently vacant. As per the City's 2018 Comprehensive Plan the parcel is classified as proposed Residential – Low Density. Based on this, we are requesting Community Neighborhood Commercial (C-1) zoning for all three parcels, which contain 1.994 +/- acres. The purpose of this request is to utilize all the services and resources that the City has to offer as well as provide support to the nearby hospital with medical offices.

If you should have any questions, please contact us via Windward Milford, LLC at 302-226-6631.

Sincerely,


Walter G. Feindt, Trustee Date 3/25/21


Witness


Sharon A. Feindt, Trustee Date 3/25/21


Witness

Tax Parcel No. 3-30-11.00-044.05, 044.06 & 044.07

Prepared by: Planning & Zoning

City of Milford
201 S. Walnut St.
Milford, DE 19963

Return to: The Honorable Arthur J. Campbell, Mayor

City of Milford, 201 S. Walnut St.
Milford, DE 19963

WALTER G. & SHARON A. FEINDT, TRUSTEES
PLAN OF SERVICES AGREEMENT

THIS AGREEMENT is entered into this _____ day of _____, 2021, by and between WALTER G. & SHARON A. FEINDT TRUSTEES (hereinafter “FEINDT”) located at 4 Lakelawn Drive, Milford, Delaware 19963, and the City of Milford, a municipal corporation of the State of Delaware, with its principal offices located at 201 South Walnut Street, Milford Delaware, 19963 (hereinafter “City”).

RECITALS

- A. WHEREAS, FEINDT is the record title owner of a parcel of land consisting of 1.994 acres, more or less, lying contiguous to the City of Milford, said tract identified on the Sussex County, Delaware tax maps as Tax Parcel No. 3-30-11.00-044.05, 044.06 & 044.07, said tract hereinafter referred to as “FEINDT PROPERTY”.

FEINDT is desirous of having the FEINDT PROPERTY annexed into the City of Milford and requested the land use to be Low Density Residential in nature.

- B. WHEREAS the City, through its City Council (in consultation with the City Solicitor and Planning Director), has duly considered the proposed annexation and has determined that the proposed annexation would be in the City’s overall best interest for the following reasons among others:

1. The property would be within the planning area of the City of Milford.
2. Identified within the Urban Growth Boundary Area of the 2018 Comprehensive Plan.
3. Consistent with the Future Land Figure of the 2018 Comprehensive Plan.

- C. Recognizing that FEINDT’S request for annexation is unilateral (in that the City cannot annex the FEINDT PROPERTY unless FEINDT desires the property to be annexed) and further recognizing that the intended land use is consistent with the City’s Land Use Plan, and can be accommodated within the City’s long range Comprehensive Plan, the City

Council has determined that it is in the City's best interest to provide FEINDT with binding assurances to proceed with annexation.

- D. Article I, Section 1.04 of the City Charter of the City of Milford (pursuant to Chapter 148, Volume 72, Laws of Delaware {as amended}) authorizes and empowers the Mayor of the City of Milford to appoint a Committee composed of not less than three (3) of the elected members of the City Council and one member of the City Planning Commission to investigate the possibility of annexation.

NOW THEREFORE, in consideration of the premises, and in consideration of FEINDT'S request to be annexed into the City of Milford, in consideration of the annexation filing fee for administrative expenses, the receipt whereof is hereby acknowledged, and for other good and valuable consideration, the parties hereto, intending to be legally bound, hereby covenant and agree as follows:

1. Annexation Contingency. This Agreement is expressly contingent upon the annexation, by the City, of the FEINDT PROPERTY. In the event that such annexation does not occur, this Agreement shall be null, void, and of no legal force or effect.
2. Land Subject to Annexation. The land subject to this Agreement consists of 1.994 acres, more or less, said tract identified on the Sussex County, Delaware tax maps as Tax Parcel No. 3-30-11.00-044.05, 044.06 & 044.07.

The hereinabove described parcel of land is more fully depicted on that certain Survey "Topographic Survey Plan of the Lands of Walter G. & Sharon A. Feindt Trustees" dated March 2021, prepared by Davis, Bowen & Friedel, Inc. a copy of which is attached hereto as **Exhibit "A"** and incorporated herein by reference; metes and bounds description for parcel is attached hereto as **Exhibit "B"** and incorporated herein by specific reference.

3. Water Distribution System and Sanitary Sewer. Notwithstanding any other provision or requirement under any City ordinance or regulation, FEINDT agrees that the FEINDT PROPERTY will be connected to the City water distribution system and to the City's sanitary sewer system, treatment of which is provided by Kent County, if and when the property is developed. The parties agree that FEINDT would be responsible for the costs to design and construct any utility extensions and service connections needed to serve the FEINDT PROPERTY. FEINDT agrees to execute any documents needed for the City to obtain Certificate of Public Convenience and Necessity (CPCN) rights.
4. Electric Distribution System. Notwithstanding any other provisions or requirements under any City ordinance or regulation, FEINDT agrees that the FEINDT PROPERTY will be connected to the City electric distribution system if and when the property is developed. The parties agree that FEINDT would be responsible for the costs to design and construct any utility extensions and service

connections needed to serve the FEINDT PROPERTY. FEINDT agrees to execute any documents needed for the City to obtain Certificate of Public Convenience and Necessity (CPCN) rights.

5. Natural Features. The U.S. Army Corp of Engineers will control provisions under Section 404 of wetlands on the parcel.
6. Zoning. The FEINDT PROPERTY shall be annexed as City district C-1 Neighborhood Commercial and shall be developed in accordance with said district. Nothing in this agreement shall remove or eliminate the owner from the necessary site plan reviews, fees, public hearings and all other requirements under the City's Land Use Ordinance.
5. City Not Responsible for Infrastructure Improvements; FEINDT Right to Assign.

Anything herein to the contrary notwithstanding:

- a) The City shall have no obligation or responsibility (financial or otherwise) for providing, installing, or constructing any of the required infrastructure improvements;
 - b) FEINDT may, with the City's prior written consent, which shall not be unreasonably withheld, sell, lease, or convey all or any portion of FEINDT PROPERTY to any third party and, as part of such sale, lease, or conveyance, assign all or any of its rights and *corresponding obligations* hereunder to such third party.
6. Except as Modified, All Other City Ordinances and Regulations to Control. Except as specifically provided herein, once finally annexed into the City of Milford, all lands subject to this Agreement shall be subject to and governed by all provisions of the City Charter and all City ordinances and regulations as they now exist or may hereafter be amended, revised, or repealed, as well as any new ordinances or regulations adopted by the City Council, to the same effect and degree as all other lands within the City boundaries of the City of Milford.
 7. Annexation Agreement to be a Material Part of Annexation Proceedings. Pursuant to Title 22, Delaware Code §101 Plan of Services Reporting, this Agreement shall be deemed to be a material part of the annexation proceedings conducted pursuant hereto; that is to say:
 - a. The resolutions and notices adopted by the City Council, including any resolution and notices for public hearings, proposing the aforesaid annexation shall recite that the proposed annexation includes, and is subject to, an annexation agreement, shall briefly summarize the terms of this annexation agreement, and shall state that copies of the annexation agreement are available upon request at the City Hall.

b. If the results of the annexation hearings are favorable to the proposed annexation, the final resolution annexing the territory shall recite that the annexation is subject to an annexation agreement and shall incorporate the terms of such annexation agreement by specific reference.

8. Land Use Planning Act. The City of Milford shall notify the Delaware State Planning Office, Kent County Department of Public Works, Milford Police Department, Carlisle Fire Department and Milford School District of the proposed annexation contemplated by this Agreement and the parties shall comply with the requirements of the Delaware Land Use Planning of Title 29 of Delaware Code, Chapter 92 (Land Use Planning Act effective until February 14, 2004; Preliminary Land Use Services effective February 14, 2004), as amended.
9. Governing Law. This Agreement shall be governed by the laws of the State of Delaware (notwithstanding the fact that one or more parties may now or later become a resident of another state) and the parties hereto agree that the courts of the State of Delaware shall have jurisdiction over any case or controversy and hereby consent to such jurisdiction.
10. Separability. If any section, paragraph, sentence or clause of this Agreement is determined or declared to be invalid or unenforceable by any court of competent jurisdiction, the remainder hereof shall remain in full force and effect.
11. Entire Agreement. This Agreement constitutes the entire understanding of the parties. It supersedes any and all prior agreements between them. There are no representations or warranties other than those herein contained.
12. Amendments. This Agreement shall not be amended except in writing executed by all parties hereto.
13. Binding Effect. This Agreement shall be binding upon the parties hereto, their administrators, successors, successors in interest and assigns.
14. Contra Proferentum. The fact that one party has drafted this Agreement shall in no way be used against that party in construing the terms, condition, and obligations hereunder.
15. Headings. Headings and captions used herein are solely for the convenience of the parties and shall have no legal significance in construing the terms of this Agreement.
16. Non-Waiver. The failure of either party to exercise any of its rights under this Agreement for a breach thereof shall not be deemed to be a waiver of such rights or a waiver of any subsequent breach.

17. Enforcement. In the event of a breach, this Agreement shall be enforced through a decree of specific performance, the parties agreeing that monetary damages would not provide an adequate remedy.
18. Recording. This agreement, dully executed by the City and FEINDT, shall be recorded in the office of the Recorder of Deeds, in and for Sussex County, Delaware. The cost of recording shall be paid by FEINDT.
19. Plan of Services Requirement. This Agreement shall not be considered or deemed to be contract zoning. The parties hereto acknowledge their respective obligations to enter into a Plan of Services Agreement as part of the annexation process according to 22 Del.C., §101(3) and Milford City Charter Article 1.04(a)(3).

DRAFT

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands and seals the day and year first above written.

WALTER G. & SHARON A. FEINDT,
TRUSTEES

Attest: _____

By: _____
Walter G. Feindt

By: _____
Sharon A. Feindt

CITY OF MILFORD

Attest: _____
City Clerk

By: _____ (Seal)
Arthur J. Campbell, Mayor

STATE OF DELAWARE :
:
COUNTY OF SUSSEX :

Signed and sworn to before me this _____ day of _____, 2021, by Walter G. & Sharon A. Feindt.

Signature of Notary Public

STATE OF DELAWARE :
:
COUNTY OF SUSSEX :

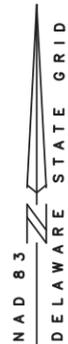
Signed and sworn to before me this _____ day of _____, 2021, by Arthur J. Campbell, Mayor of the City of Milford.

Signature of Notary Public

Exhibit A

DRAFT

S:\2261m\2261J011 SWAIN\44.05-44.07\topo.dwg Mar 16, 2021 - 8:04am



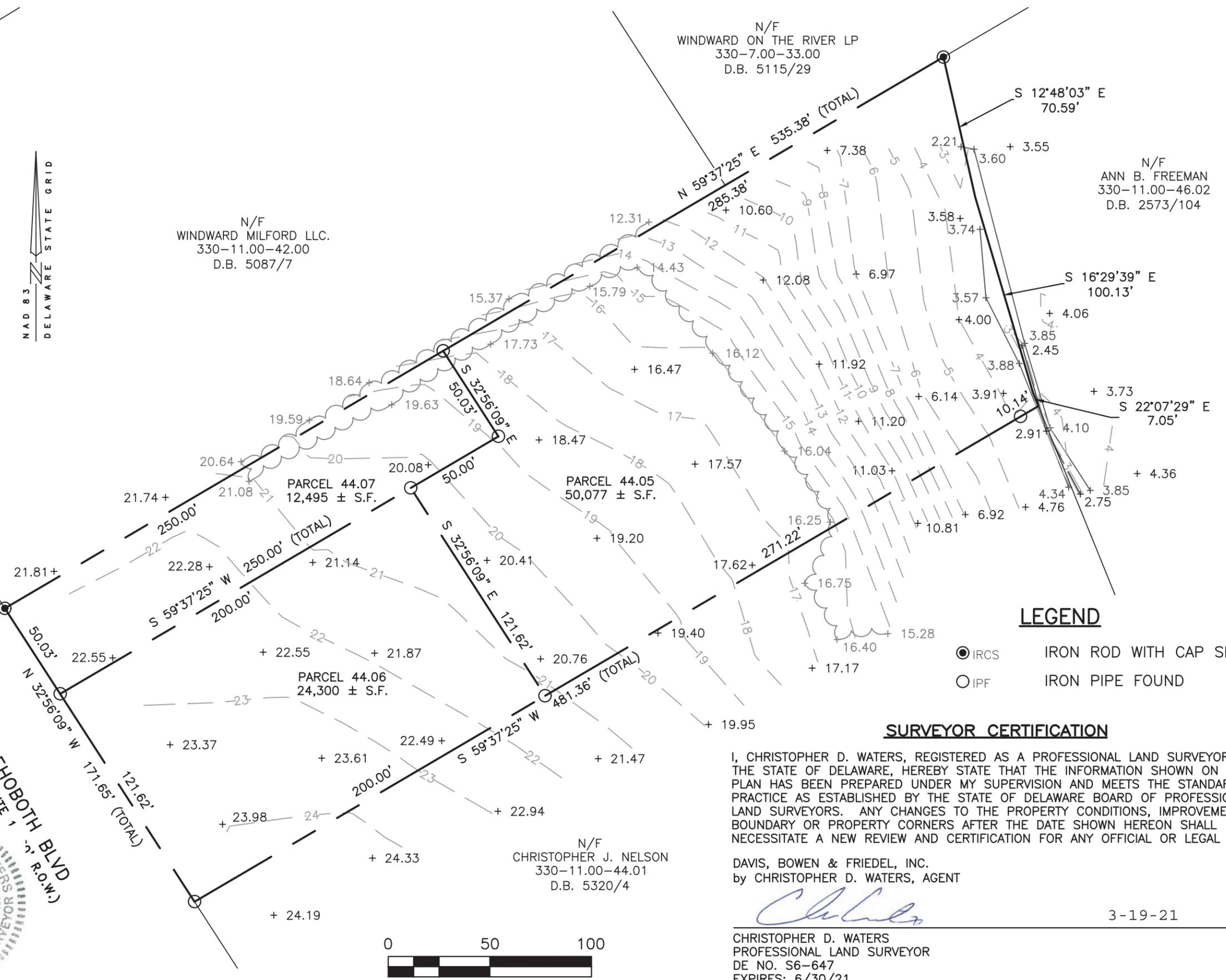
N/F
WINDWARD MILFORD LLC.
330-11.00-42.00
D.B. 5087/7

N/F
WINDWARD ON THE RIVER LP
330-7.00-33.00
D.B. 5115/29

N/F
ANN B. FREEMAN
330-11.00-46.02
D.B. 2573/104

N/F
CHRISTOPHER J. NELSON
330-11.00-44.01
D.B. 5320/4

S. REHOBOTH BLVD
BUSINESS ROUTE 1, R.O.W.



LEGEND

- IRCS IRON ROD WITH CAP SET
- IPF IRON PIPE FOUND

SURVEYOR CERTIFICATION

I, CHRISTOPHER D. WATERS, 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.

DAVIS, BOWEN & FRIEDEL, INC.
by CHRISTOPHER D. WATERS, AGENT

3-19-21

CHRISTOPHER D. WATERS
PROFESSIONAL LAND SURVEYOR
DE NO. S6-647
EXPIRES: 6/30/21



DAVIS, BOWEN & FRIEDEL, INC. ARCHITECTS ENGINEERS SURVEYORS

SALISBURY, MARYLAND (410) 543-9091
MILFORD, DELAWARE (302) 424-1441
EASTON, MARYLAND (410) 770-4744

TOPOGRAPHIC SURVEY PLAN
of the Lands of
WALTER G. & SHARON A. FEINDT, TRUSTEES
CEDAR CREEK HUNDRED
SUSSEX COUNTY, DELAWARE

Date:	MARCH 2021
Scale:	1"=50'
Dwn.By:	KTH
Proj.No.:	2261J011
Dwg.No.:	

Exhibit B

DRAFT

LEGAL DESCRIPTION

LANDS OF

WALTER G. & SHARON A. FEINDT, TRUSTEES

March 22, 2021

PARCEL 44.06

ALL that piece or parcel of land, hereinafter described, situate, lying and being on the northeasterly side of S. Rehoboth Boulevard and being located in Cedar Creek Hundred, Sussex County, Delaware, being all of Parcel “44.06,” as shown on a plat entitled “Topographic Survey Plan,” completed by Davis Bowen & Friedel, Inc., dated March 2021; said piece or parcel being more particularly described as follows:

BEGINNING at point formed by an iron pipe found at the intersection of northeasterly right-of-way line of S. Rehoboth Boulevard, 60 feet wide, with the westerly line of lands of, now or formerly, Christopher J. Nelson, as recorded in the Office of the Recorder of Deeds in and for Sussex County and the State of Delaware; said beginning point being coordinated on the Delaware State Grid System as North: 329,964.46 feet, East: 657,906.64 feet; thence,

1) leaving said Christopher J. Nelson lands and running by and with said right-of-way line of S. Rehoboth Boulevard, North 32 degrees 56 minutes 09 seconds West 121.62 feet to an iron pipe found at a point, thence running,

2) by and with Parcel 44.07, other lands of Walter G. & Sharon A. Feindt, trustees, North 59 degrees 37 minutes 25 seconds East 200.00 feet to an iron pipe found at a point, thence running,

3) by and with Parcel 44.05, other lands of Walter G. & Sharon A. Feindt, trustees, South 32 degrees 56 minutes 09 seconds East 121.62 feet to an iron pipe found at a point, thence running,

4) by and with lands of Christopher J. Nelson, South 59 degrees 37 minutes 25 seconds West 200.00 feet to an iron pipe found at a point and place of beginning; **CONTAINING** 24,300 square feet of land, more or less.

PARCEL 44.07

ALL that piece or parcel of land, hereinafter described, situate, lying and being on the northeasterly side of S. Rehoboth Boulevard and being located in Cedar Creek Hundred, Sussex County, Delaware, being all of Parcel "44.07," as shown on a plat entitled "Topographic Survey Plan," completed by Davis Bowen & Friedel, Inc., dated March 2021; said piece or parcel being more particularly described as follows:

COMMENCING at point formed by an iron pipe found at the intersection of northeasterly right-of-way line of S. Rehoboth Boulevard, 60 feet wide, with the westerly line of lands of, now or formerly, Christopher J. Nelson, as recorded in the Office of the Recorder of Deeds in and for Sussex County and the State of Delaware; said beginning point being coordinated on the Delaware State Grid System as North: 329,964.46 feet, East: 657,906.64 feet; thence running North 32 degrees 56 minutes 09 seconds West 121.62 feet to an iron pipe found at a point and place of beginning, thence,

1) leaving Parcel 44.06, other lands of Walter G. & Sharon A. Feindt, trustees and running by and with said right-of-way line of S. Rehoboth Boulevard, North 32 degrees 56 minutes 09 seconds West 50.03 feet to an iron rod with cap set at a point, thence running,

2) by and with lands of Windward Milford, LLC., North 59 degrees 37 minutes 25 seconds East 250.00 feet to an iron pipe found at a point, thence running,

3) by and with Parcel 44.05, other lands of Walter G. & Sharon A. Feindt, trustees, South 32 degrees 56 minutes 09 seconds East 50.03 feet to an iron pipe found at a point, thence running,

4) by and with other lands of Walter G. & Sharon A. Feindt, trustees, South 59 degrees 37 minutes 25 seconds West passing through an iron pipe found at a distance of 50.00 feet and having a total distance of 250.00 feet to an iron pipe found at a point and place of beginning; **CONTAINING** 12,495 square feet of land, more or less.

PARCEL 44.05

ALL that piece or parcel of land, hereinafter described, situate, lying and being on the northeasterly side of S. Rehoboth Boulevard and being located in Cedar Creek Hundred, Sussex County, Delaware, being all of Parcel "44.05," as shown on a plat entitled "Topographic Survey Plan," completed by Davis Bowen & Friedel, Inc., dated March 2021; said piece or parcel being more particularly described as follows:

COMMENCING at point formed by an iron pipe found at the intersection of northeasterly right-of-way line of S. Rehoboth Boulevard, 60 feet wide, with the westerly line of lands of, now or formerly, Christopher J. Nelson, as recorded in the Office of the Recorder of Deeds in and for Sussex County and the State of Delaware; said beginning point being coordinated on the Delaware State Grid System as North: 329,964.46 feet, East: 657,906.64 feet; thence running North 59 degrees 37 minutes 25 seconds East 200.00 feet to an iron pipe found at a point and place of beginning, thence,

1) leaving lands of Christopher J. Nelson, and running by and with Parcel 44.06, other lands of Walter G. & Sharon A. Feindt, trustees, North 32 degrees 56 minutes 09 seconds West 121.62 feet to an iron pipe found at a point, thence running,

2) by and with Parcel 44.07, other lands of Walter G. & Sharon A. Feindt, trustees, the following two (2) courses; North 59 degrees 37 minutes 25 seconds East 50.00 feet to an iron pipe found at a point, thence,

3) North 32 degrees 56 minutes 09 seconds West 50.03 feet to an iron pipe found at a point, thence running,

4) by and with lands of Windward Milford LLC., North 59 degrees 37 minutes 25 seconds East 285.38 feet to an iron rod with cap set at a point, thence running,

5) by and with lands of Ann B. Freeman, the following three (3) courses; South 12 degrees 48 minutes 03 seconds East 70.59 feet to a point, thence running,

6) South 16 degrees 29 minutes 39 seconds East 100.13 feet to a point, thence running,

7) South 22 degrees 07 minutes 29 seconds East 7.05 feet to a point, thence running,

8) by and with lands of Christopher J. Nelson, South 59 degrees 37 minutes 25 seconds West passing through an iron pipe found at a distance of 10.14 feet and having a total distance of 281.36 feet to an iron pipe found at a point and place of beginning; **CONTAINING** 50,077 square feet of land, more or less.



**STATE OF DELAWARE
EXECUTIVE DEPARTMENT
OFFICE OF STATE PLANNING COORDINATION**

May 26, 2021

Mr. Rob Pierce
Planning Director
City of Milford
201 S. Walnut Street
Milford, DE 19963

**RE: Plan of Services 2021-07, Lands of Walter and Sharon Feindt of Milford
Tax Parcel(s): 3-30-11.00-044.05, 044.06 & 044.07**

Dear Mr. Pierce,

This letter is to confirm that we have received and accepted the completed Plan of Services for the above referenced annexation. The City has completed all relevant annexation requirements of Title 22, Section 101, and subsection (3) of the Delaware Code.

After this property has been annexed please notify our office in writing so that we may update our records and maps. A copy of the annexation committee report and the official annexation resolution should accompany this notification. Please do not hesitate to contact me if I can be of any further assistance.

Sincerely,

A handwritten signature in cursive script that reads "Tricia Arndt".

Tricia Arndt, AICP
Principal Planner

CITY OF MILFORD
NOTICE OF PUBLIC HEARINGS
Planning Commission Hearing: Tuesday, July 20, 2021
City Council Hearing: Monday, July 26, 2021

NOTICE IS HEREBY GIVEN that the Planning Commission and City Council will hold Public Hearings at 7:00 p.m., or as soon thereafter as possible, in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street to allow interested parties to participate in the discussion and consideration of the following zoning matter:

ORDINANCE 2021-11

Having met all requirements of Article I: Incorporation, Territory, and Annexation of the Charter of the City of Milford, this Ordinance Authorizes the Annexation of Lands owned by Walter G. & Sharon A. Feindt, Trustees and the Change of Zone from AR-1 (Agricultural Residential) to C-1 (Neighborhood Commercial).

Property is located along the east side of S. Rehoboth Boulevard,
approximately 1,150 feet south of the SE Second Street intersection.

Present Use: Vacant; Proposed Use: Same.

Tax Map 3-30-11.00-044.05, 044.06 & 044.07

WHEREAS, the owners of the property above have petitioned the City of Milford for an amendment of the zoning map of the City of Milford by annexing and rezoning land, as above described herein; and

WHEREAS, in accordance with Title 22 of the Delaware State Code and Chapter 230 of the City of Milford Code, the City provided public notice by advertisement in the Milford Beacon and by mailing public notices to property owners within a 200-foot radius of the site of the property; and

WHEREAS, the City of Milford Planning Commission will consider the petition/Ordinance at a Public Hearing and hear public comments on July 20, 2021; and

WHEREAS, Milford City Council will hold a Public Hearing on July 26, 2021 to allow for public comment and further review of the Ordinance.

WHEREAS, it was deemed in the best interest of the City of Milford to authorize the annexation with the updated change of zone, as herein described.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. The boundary of the City of Milford, as presently established, is hereby extended to include by annexation, all that certain tract of land consisting of 1.994 +/- acres, described in the legal description referred to as Exhibit A, attached hereto and made a part hereof, and as shown on the plan denoted as Exhibit B.

Section 2. The newly annexed land(s) shall be designated C-1 (Neighborhood Commercial) as outlined in Chapter 230 of the City of Milford Code.

Section 3. A Plan of Services has been completed in accordance with Delaware Code and accepted by all necessary agencies.

Section 4. Following a favorable vote by City Council on July 26, 2021, property should be included in the geographical and political subdivision of the City of Milford known as Ward 3, beginning on the effective date of this Ordinance.

Section 4. As a result of this action, the City Planner shall secure a plot of the territory, legal description of the property, and associated Ordinances, as certified by the City Clerk, for recording purposes in the Sussex County Office of the Recorder of Deeds, as directed by the Charter of the City of Milford.

Dates.

City Council Introduction: July 12, 2021

Planning Commission Review & Public Hearing: July 20, 2021

City Council Public Hearing: July 26, 2021

Effective Ten Days Following Adoption

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.

Attachment (s): Exhibit A, Exhibit B

Advertised: *Milford Beacon 06/16/2021*

06042021



DATA SHEET FOR 10 NW FRONT STREET

Planning Commission Meeting: July 20, 2021

Application Number / Name	:	21-023 / 10 NW Front Street
Applicant	:	10 Front LLC 101 NW Front Street 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	:	Mixed Use – (2) Commercial Tenant Spaces and (3) Apartments
Proposed Use	:	Mixed Use – (2) Commercial Tenant Spaces and (5) Apartments
Size and Location	:	0.089 +/- acres of land located along the south side of NW Front Street approximately 75 feet west of the N. Walnut Street intersection addressed as 10 NW Front Street.
Tax Map & Parcel	:	MD-16-183.10-04-48.00

ENC: Staff Analysis Report
Exhibit A – Location & Zoning Map
Exhibit B – Property Survey



STAFF REPORT
June 11, 2021

Application Number / Name	:	21-023 / 10 NW Front Street
Present Comprehensive Plan Designation	:	Commercial
Present Zoning District	:	C-2 (Central Business District)
Present Use	:	Mixed Use – (2) Commercial Tenant Spaces and (3) Apartments
Proposed Use	:	Mixed Use – (2) Commercial Tenant Spaces and (5) Apartments
Tax Map & Parcel	:	MD-16-183.10-04-48.00
Size and Location	:	0.089 +/- acres of land located along the south side of NW Front Street approximately 75 feet west of the N. Walnut Street intersection addressed as 10 NW Front Street.

I. BACKGROUND INFORMATION:

- The applicant proposes to add two additional residential apartment units to the existing mixed-use building. The proposed layout would include two first floor commercial tenant spaces, two first floor residential apartments, two second floor residential apartments and one third floor residential apartment.
- 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.
- Chapter 230-45 states “in any and all zoning districts, multiple permitted uses or mixed use of a property shall be deemed a conditional use subject to special requirements.”

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 applicant sought a variance from the Board of Adjustment for the 12 units per acre limitation on the residential density. The Board reviewed a request to increase the density from 12 units per acre to 57 units per acre at the July 8, 2021 public hearing. The conditional use application request for 2 additional apartments is dependent upon this variance approval, and if denied, would result in keeping the current layout of two commercial tenant spaces and three residential apartments.
- 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 Walnut Street and NW Front Street, and is consistent with the character of the neighborhood. The property to the east contains a mixed-use building with one first floor commercial tenant and two residential apartments above. The property to the west contains six residential apartments.

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 east contains a mixed-use structure with one first floor commercial tenant and two residential apartments above. The property to the west contains six residential apartments. No screening is proposed nor needed since the proposed use is consistent with the surrounding uses and the purpose of the central business district.

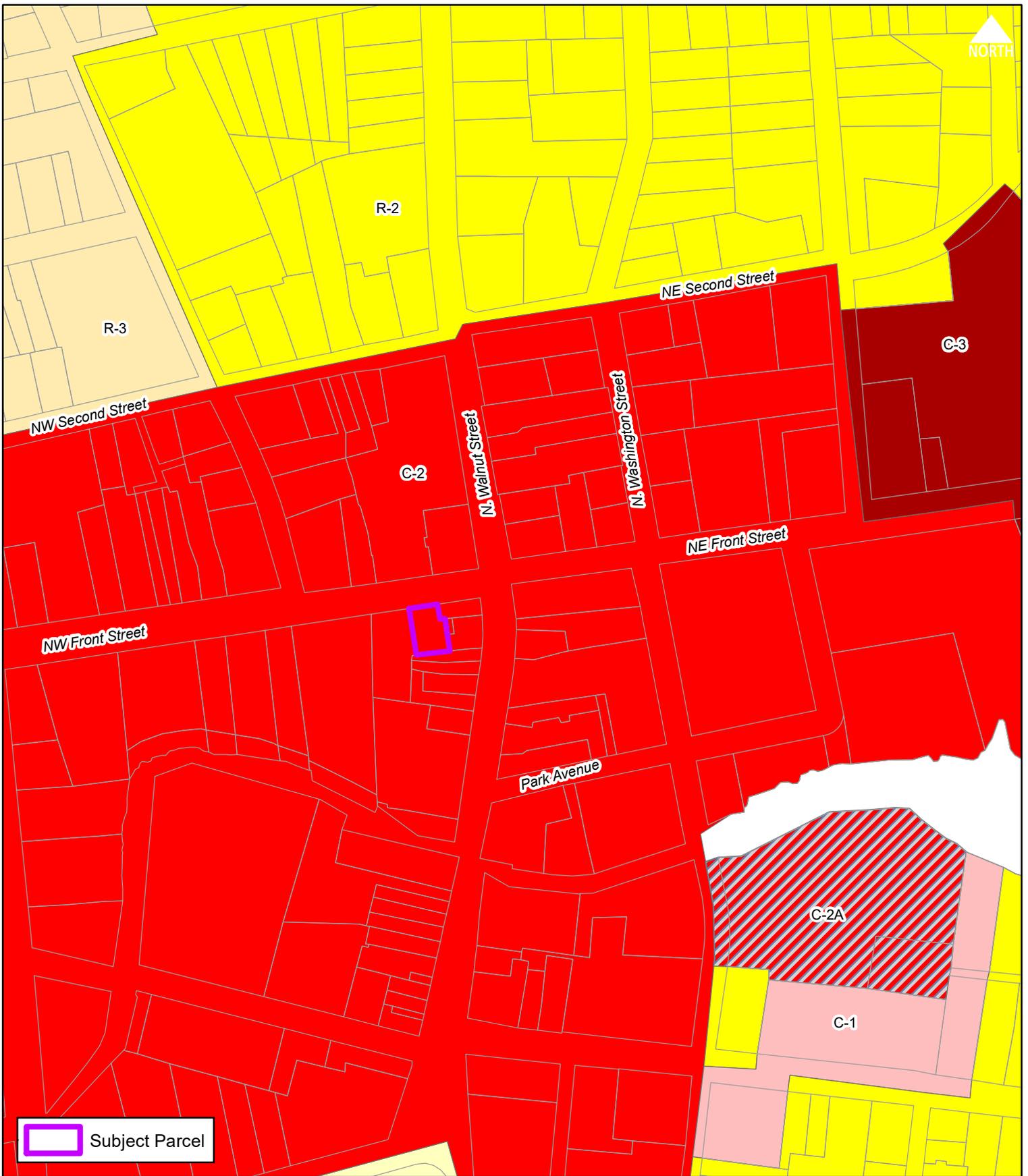
E. The use will not detract from permitted uses in the district.

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.

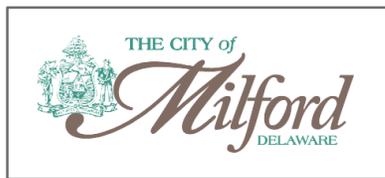
- F. Sufficient safeguards, such as traffic control, parking, screening and setbacks, can be implemented to remove potential adverse influences on adjoining uses.

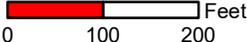
The subject parcel is located within the Central Business District which does not require off-street parking for permitted uses. The residents, employees and customers of the proposed uses would utilize existing off-street public parking lots maintained by the City and on-street parking. The proposed uses would be located within the existing structure and no additions are being proposed, therefore there would be no change in building setbacks from the current conditions. No screening is proposed nor needed since the proposed use is consistent with other uses in the neighborhood. It should be noted that the subject parcel is located within the North Milford Historic District and the applicant, if approved, should work to preserve the historic character of the building.

- 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.
 - The applicant should consider maintaining the historic character of the building and work with the State of Delaware Division of Cultural Affairs and local resources to maintain an appearance consistent with the historic downtown area.



 Subject Parcel

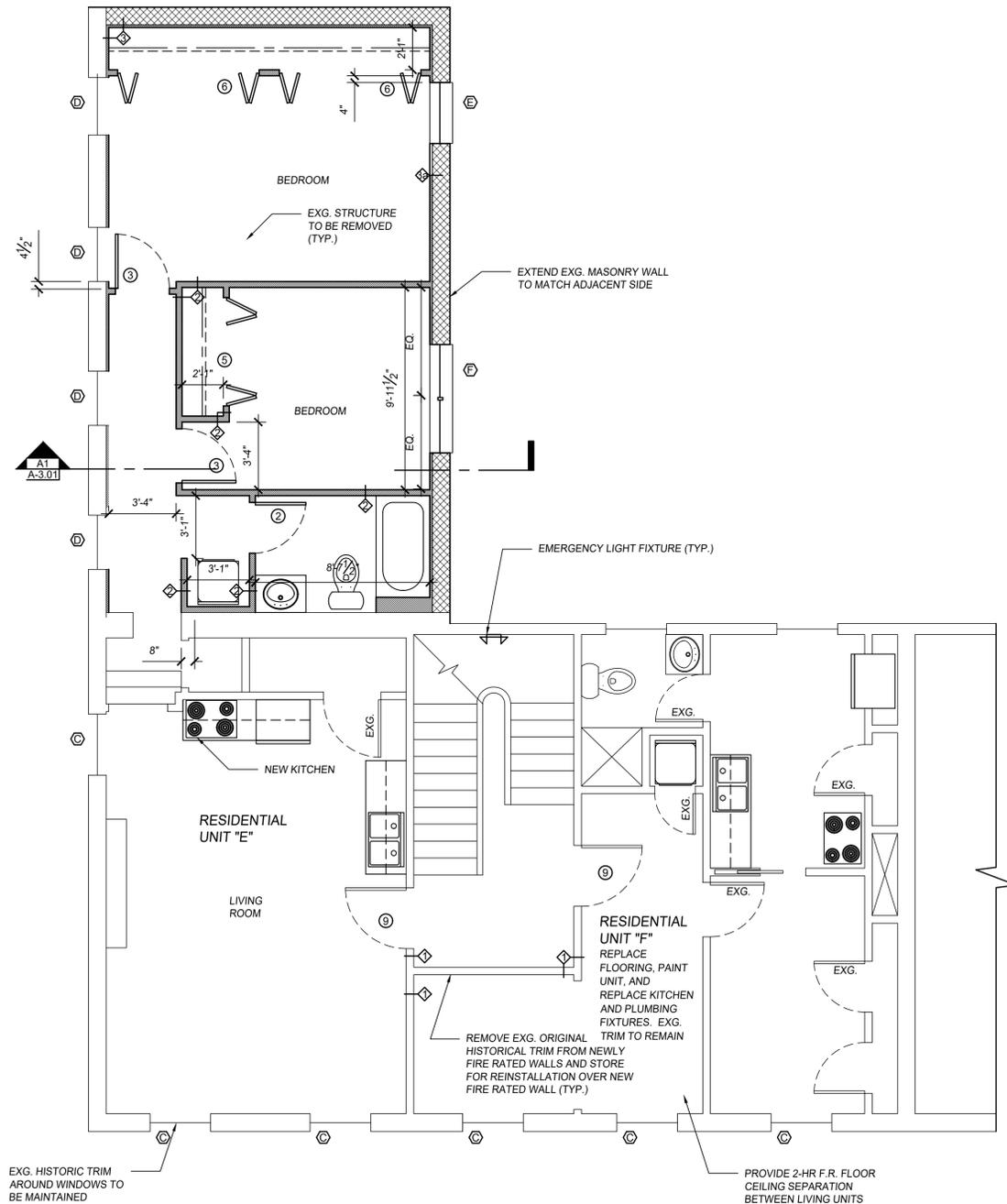


Scale:  Feet
0 100 200

Drawn by: WRP Date: 06/11/21

Title:
**Conditional Use & Variance
10 NW Front Street
Location & Zoning Map**

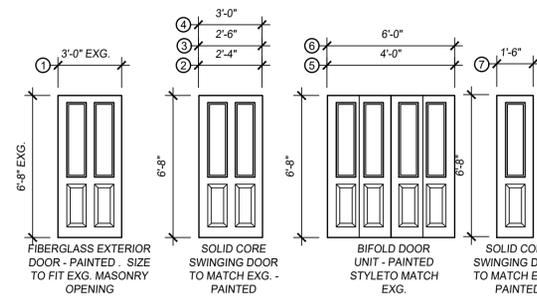
Filepath: CU_10NWFrontSt.mxd



TYPICAL HEADER U.N.O.:
 2x4 WD. STUD WALL: (2) 2x12 WD.
 2x6 WD. STUD WALL: (3) 2x12 WD.
 BRICK WALL: (2) 3 1/2"x3 1/2"x3/4" GV. STEEL ANGLE

A1 SECOND FLOOR PLAN

1/4" = 1'-0"

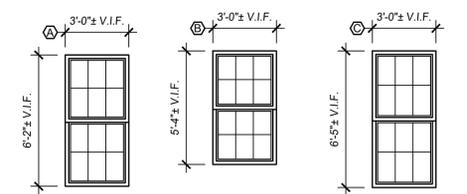


B2 DOOR SCHEDULE

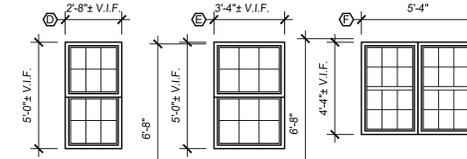
1/4" = 1'-0"

B1 THIRD FLOOR PLAN

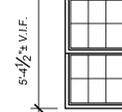
1/4" = 1'-0"



HISTORICALLY ACCURATE CUSTOM WOOD WINDOW
 VIWINGO VINYL WINDOW WITH GBG TO MATCH EXG.
 HISTORICALLY ACCURATE CUSTOM WOOD WINDOW



VIWINGO VINYL WINDOW WITH GBG TO MATCH EXG.
 EGRESS *VIWINGO* VINYL WINDOW WITH GBG TO MATCH EXG.
 EGRESS *VIWINGO* CASEMENT WINDOW WITH GBG AND FALSE CHECK RAIL TO MATCH EXG.

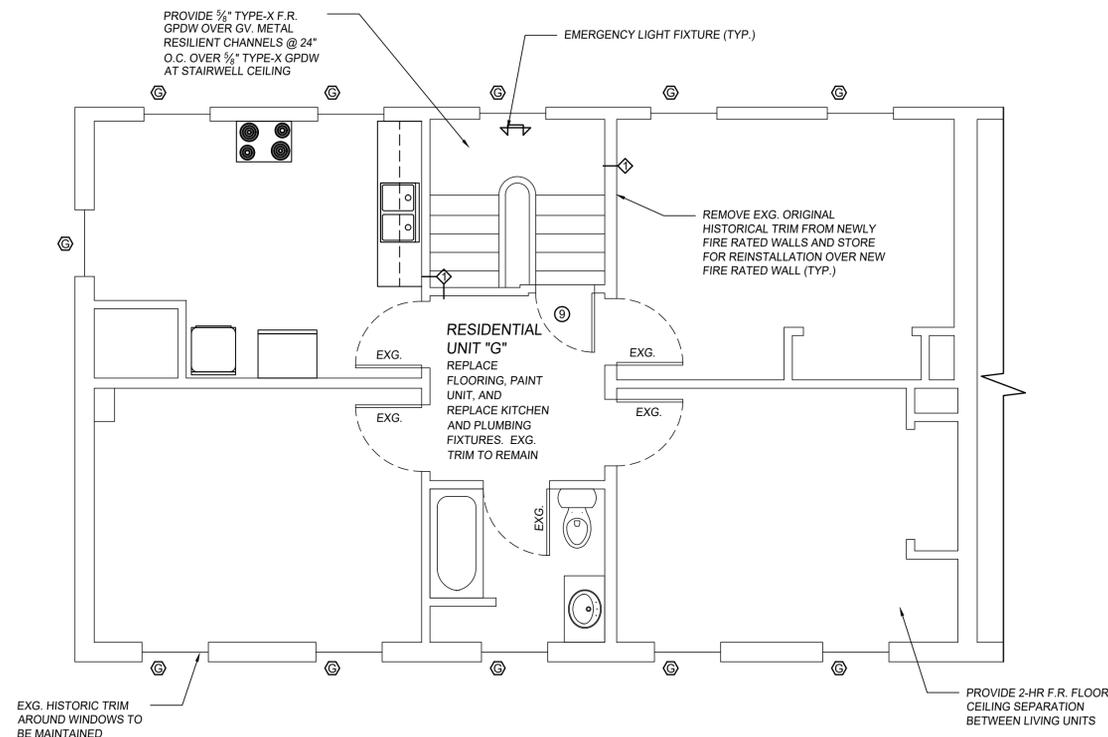


HISTORICALLY ACCURATE CUSTOM WOOD WINDOW

ALTERNATE: IF ORIGINAL WINDOWS CAN BE LOCATED, THEY MAY BE REPAIRED, REFINISHED, AND REINSTALLED IN ORIGINAL OPENINGS. PROVIDE WD. STORM WINDOWS FOR

C2 WINDOW SCHEDULE

1/4" = 1'-0"



B1 THIRD FLOOR PLAN

1/4" = 1'-0"

ALL DESIGN CONCEPTS, IDEAS AND DRAWINGS ARE THE PROPERTY OF ARCHITECTURE & DESIGN SERVICES. NO PART OF THIS DOCUMENT SHALL BE USED IN WHOLE OR IN PART FOR ANY OTHER PROJECT WITHOUT THE WRITTEN CONSENT OF ARCHITECTURE & DESIGN SERVICES. NO ALLOWANCES OR VARIATIONS SHALL BE MADE WITHOUT THE WRITTEN CONSENT OF ARCHITECTURE & DESIGN SERVICES.

REV.	DATE

CONSTRUCTION DRAWING FOR THE NEW:
 10 NW FRONT STREET
 10 NW FRONT STREET
 MILFORD, KENT COUNTY, DELAWARE
PROJECT #
 19237
SECOND AND THIRD FLOOR PLANS AND DOOR AND WINDOW SCHEDULES

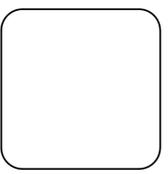
PROFESSIONAL CERTIFICATION
 I CERTIFY THAT THESE DOCUMENTS WERE PREPARED OR APPROVED BY ME, AND THAT I AM A DULY LICENSED ARCHITECT UNDER THE LAWS OF THE STATE OF DELAWARE
 LICENSE NUMBER 55-
 EXPIRATION DATE 01/31/2020

DATE:
 08/17/2020
 SHEET #
A-1.02

ALL DESIGN CONCEPTS, IDEAS AND DRAWINGS ARE THE PROPERTY OF ARCHIOLOGY, LLC AND ARE INTENDED TO BE USED IN WHOLE OR IN PART FOR ANY SPECIFIC PROJECT ONLY AND SHALL NOT BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS WITHOUT THE WRITTEN CONSENT OF ARCHIOLOGY, LLC. ARCHITECTURE AND DESIGN SERVICES PROVIDED BY ARCHIOLOGY, LLC ARE NOT TO BE USED FOR ANY OTHER PROJECT WITHOUT THE WRITTEN CONSENT OF ARCHIOLOGY, LLC.

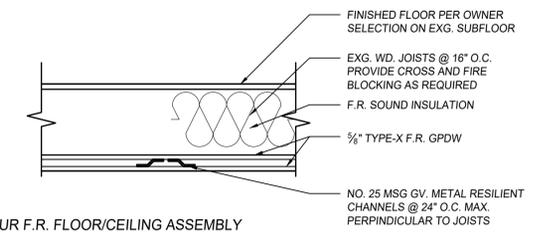
REV.	DATE	DESCRIPTION

CONSTRUCTION DRAWING FOR THE NEW:	10 NW FRONT STREET
	10 NW FRONT STREET MILFORD, KENT COUNTY, DELAWARE
PROJECT #	19237
	BUILDING SECTION

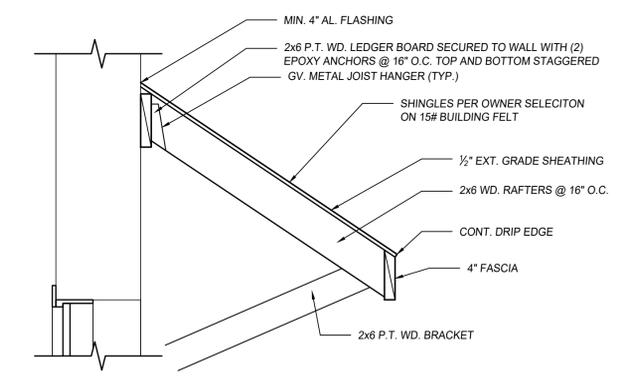
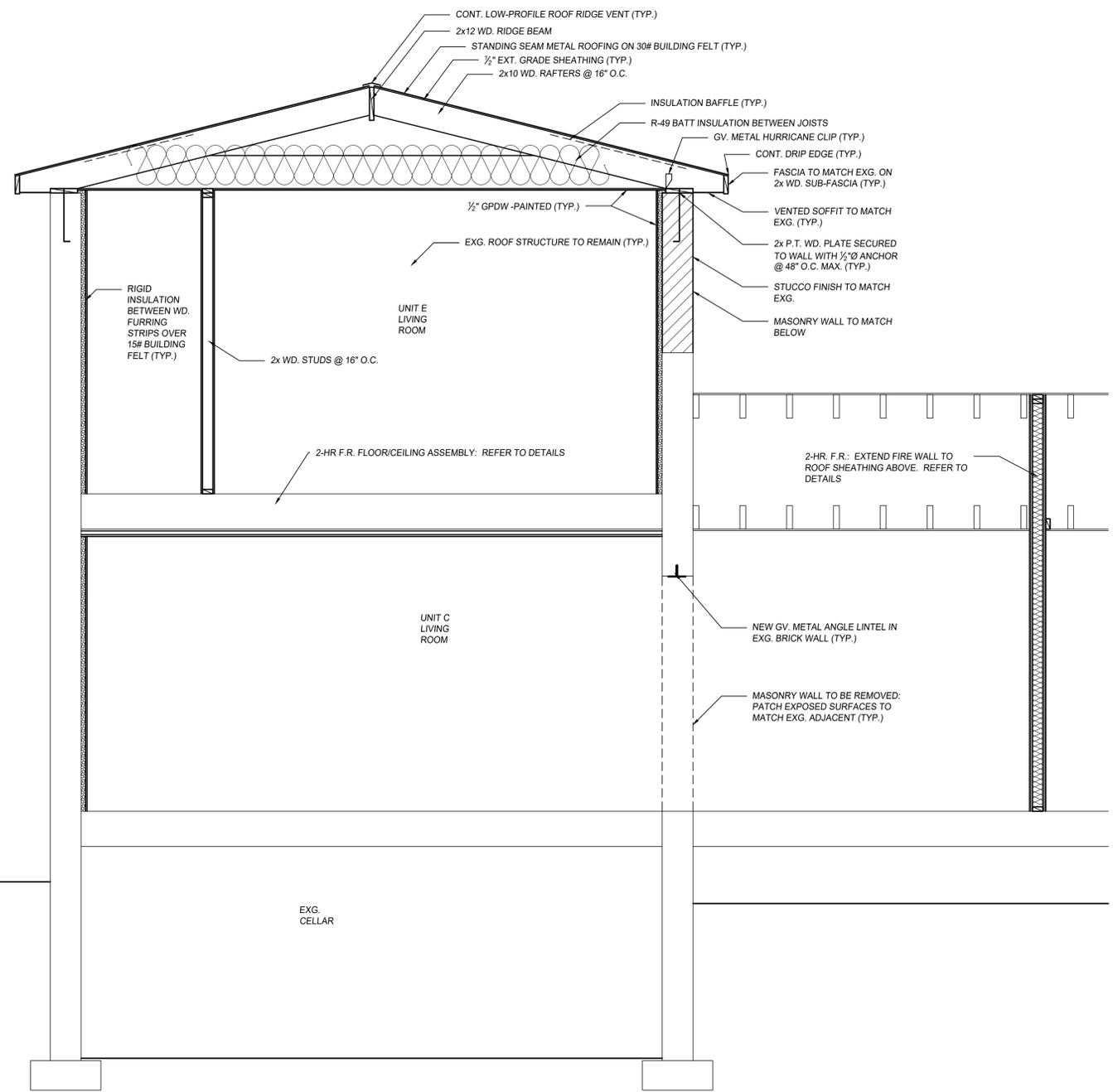


PROFESSIONAL CERTIFICATION
I CERTIFY THAT THESE DOCUMENTS
WERE PREPARED OR APPROVED BY ME,
AND THAT I AM A DELICENSURED
ARCHITECT UNDER THE LAWS OF THE
STATE OF DELAWARE
LICENSE NUMBER SS-
EXPIRATION DATE 01/31/2020

DATE:	08/17/2020
SHEET #	A-3.01



2-HOUR F.R. FLOOR/CEILING ASSEMBLY
UL# L511



PORCH ROOF DETAIL
1" = 1'-0"

§ 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:
- (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.
 - (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.
 - (8) Small convenience grocery shops with gas pumps.
 - (9) Community residential treatment program.
 - (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.

**CITY OF MILFORD
NOTICE OF PUBLIC HEARING**

Planning Commission Hearing: Tuesday, July 20, 2021 @ 7:00 PM

City Council Hearing: Monday, July 26, 2021 @ 7:00 PM

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) and time(s) so indicated:

ORDINANCE 2021-14

10 Front Street LLC

0.089 +/- acres located along the south side of NW Front Street,
approximately 75 feet west of the N Walnut Street Intersection

Addressed 10 NW Front Street

Application Type: Conditional Use

Comprehensive Plan Designation: Commercial

Zoning District: C-2 (Central Business District)

Present Use: Mixed Use – (2) Commercial Tenant Spaces and (3) Apartments

Proposed Use: Mixed Use – (2) Commercial Tenant Spaces and (5) Apartments

Tax Parcel: MD-16-183.10-04-48.00

WHEREAS, 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; and

WHEREAS, Chapter 230-45 states “in any and all zoning districts, multiple permitted uses or mixed use of a property shall be deemed a conditional use subject to special requirements”; and

WHEREAS, Applicant proposes to add two additional residential apartment units to the existing mixed-use building that would include two first floor commercial tenant spaces, two first floor residential apartments, two second floor residential apartments and one third floor residential apartment; and

WHEREAS, the City of Milford Planning Commission will consider the application during their regular meeting on Tuesday, July 20, 2021, at which time interested parties will be permitted to publicly comment on the application so that an informed recommendation can be provided to City Council; and

WHEREAS, Milford City Council will hold a Public Hearing on Monday, July 26, 2021 to allow for additional public comment and further review of the ordinance after which a final determination is expected; and

WHEREAS, the notice as required by Chapter 230, has been published in the Milford Beacon on June 23, 2021, and was provided to property owners within 200 feet of the subject parcel; and

WHEREAS, this ordinance becomes effective ten days following the date of its adoption.

NOW, THEREFORE, the City of Milford hereby ordains as follows:

Section 1. Upon adoption of this ordinance, 10 Front Street LLC is hereby granted a Conditional Use to allow add two additional residential apartment units to the existing mixed-use building on 0.089 +/- acres at 10 Northwest Front Street currently zoned R-2, in accordance with the application, approved plans and any conditions set forth by City Council.

Section 2. Construction shall commence within one year of the date of issuance of the permit, otherwise the conditional use becomes void.

City Council Introduction: Monday, July 12, 2021

Planning Commission Review & Public Hearing: Tuesday, July 20, 2021

City Council Public Hearing: Monday, July 26, 2021

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: *Milford Beacon 062321*

**CITY OF MILFORD
NOTICE OF PUBLIC HEARING**

Planning Commission Hearing: Tuesday, July 20, 2021 @ 7:00 PM

City Council Hearing: Monday, July 26, 2021 @ 7:00 PM

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0.089 +/- acres located along the south side of NW Front Street,
approximately 75 feet west of the N Walnut Street Intersection

Addressed 10 NW Front Street

Application Type: Conditional Use

Comprehensive Plan Designation: Commercial

Zoning District: C-2 (Central Business District)

Present Use: Mixed Use – (2) Commercial Tenant Spaces and (3) Apartments

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WHEREAS, this ordinance becomes effective ten days following the date of its adoption.

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Planning Commission Review & Public Hearing: Tuesday, July 20, 2021

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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: *Milford Beacon 062321*



Milford Emergency Operations Plan (EOP)

June 30, 2021

CONFIDENTIAL

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Appendix A - Emergency Support Functions (ESFs)

- #1. Transportation
- #2. Communication
- #3. Public Works and Engineering
- #4. Fire Fighting and Rescue
- #5. Planning and Information
- #6. Mass Care, Evacuation and Temporary Housing
- #7. Logistics and Resource Management (includes donations and volunteers)
- #8. Health and Medical Services
- #9. Search and Rescue
- #10. Hazardous Materials
- #11. Food, Agriculture and Animal Care
- #12. Energy and Utilities
- #13. Law Enforcement and Public Safety
- #14. Needs and Damage Assessment

Appendix B - Hazard Specific Annexes (HSAs).

- #1. Flood
- #2. Drought
- #3. Hurricane/Tropical Storm
- #4. Earthquake
- #5. Winter Storm/Nor'easter
- #6. Thunderstorm/Lightning
- #7. Tornado/Wind Event
- #8. Extreme Heat/Cold
- #9. Infectious Disease/Pandemic
- #10. Civil Unrest
- #11 Cyber Attack
- #12 Active Shooter
- #13 Dam Failure
- #14 Nuclear Facility Accident

Introduction

The Milford Emergency Operations Plan (MEOP) details an overview of City emergency preparedness, response, and recovery efforts. It consists of a Basic Plan and two Annexes.

The Basic Emergency Operations Plan (EOP) is augmented by 14 Emergency Support Functions (ESFs) and 14 Hazard Specific Annexes (HSAs). The purpose of these Annexes is to provide detailed information, procedures, responsibilities, and resources to the City's decision makers, planners, responders, and support agencies for specific emergencies or to respond to or restore disruptions in the City's critical Support Functions.

This document closely aligns with the Delaware Emergency Operations Plan (DEOP). Specific ESFs in the City of Milford EOP make reference to the DEOP, particularly where certain activities are controlled at the County or State level and the City performs a supporting role. Therefore, it is also aligned with the Kent and Sussex Counties' Emergency Operations Plans.

Promulgation Statement

TO: Heads of all City Departments, and Offices

The Milford Emergency Operations Plan (MEOP) establishes the concepts and procedures which represent a coordinated effort to manage potential disasters that could affect The City of Milford. This plan is applicable to City Government and to other departments or agencies, supporting emergency operations prior to, during, and after a natural, human, or technological disaster.

A copy of this MEOP has been filed with the Delaware Emergency Management Agency (DEMA) in compliance with the State of Delaware Code.

Submitted by the City Manager

Signed and approved by the Mayor.

Submitted: _____

Approved By: _____

Name/Title: _____

Date: _____

Acronyms

Acronym List	
ARC	American Red Cross
ARES	Amateur Radio Emergency Service
CITY	City of Milford, Delaware
CP	Command Post
DART	Delaware Authority for Regional Transportation
DelDOT	Delaware Department of Transportation
DENS	Delaware Emergency Notification System
DEMA	Delaware Emergency Management Agency
DEMA TAC	Dema Technical Assistance Center
DEOP	Delaware Emergency Operations Plan
DFS	Delaware Fire Service
DGS	Delaware Geological Survey
DH	Division of Highways, Dot (State)
DHS	Department of Home Security
DHSS	Delaware Health and Social Services
DM	Donations Management
DNG	Delaware National Guard
DNREC	Department of Natural Resources and Environmental Control (State)
DOD	Department of Defense (Federal)
DOT	Department of Transportation (State)
DPH	Division of Public Health (State)
DFS	Delaware Fire Services
DSFS	Delaware State Fire School
DSP	Delaware State Police
DSR	Damage Survey Report
EAS	Emergency Alert System
EBS	Emergency Broadcast System
EHS	Extremely Hazardous Substance
EMA	Emergency Management Assistance
EMCOMM	Emergency Communications
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Functions
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HSA	Hazard Specific Annexes
ICS	Incident Command System
IDA	Initial Damage Assessment
IMS	Information Management System

Acronym List	
ISAC	Information Sharing and Analysis Center (Cyber Threats)
JIC	Joint Information Center
JOC	Joint Operational Center
KCDPS	Kent County Director of Public Safety
KCEDC	Kent County Emergency Dispatch Center
KENTCOM	Kent County Communication
KEOC	Kent County Emergency Operations Center
KEOP	Kent County Emergency Operations Plan
LEPC	Local Emergency Planning Committee
MEOP	Milford Emergency Operations Plan
MEOC	Milford Emergency Operations Center
MOU	Memorandum of Understanding
MPD	Milford Police Department
NCP	National Contingency Plan
NOAA	National Oceanic and Atmospheric Administration
OEM	Office of Emergency Management
ODP	Office of Domestic Preparedness
OIC	Officer in Charge
OPSEC	Operational Security
PIO	Public Information Officer
PSC	Public Service Commission
RACES	Radio Amateur Civil Emergency Service
RADEF	Radiological Defense
RDO	Radiological Defense Officer
REP	Radiological Emergency Plan
R&R	Relief and Recovery
SAR	Search and Rescue
SCDEO	Sussex County Director of Emergency Operations
SEOC	Sussex County Emergency Operations Center
SEOP	Sussex County Emergency Operations Plan
SERT	State Emergency Response Team
SOP	Standard Operating Procedures
SusCom	Sussex County Communication
TAC	Tactical Agency Center
TMT	Transportation Management Team
WMD	Weapons of Mass Destruction

Terms and Definitions

The following definitions are provided for terms that are used frequently throughout this EOP.

Annexes - Integral components of the EOP that contain specific information and direction and that support the Basic Plan. The EOP has two appendices: Appendix A is composed of fourteen Emergency Support Functions and Appendix B is composed of 14 Hazard Specific Annexes. The purpose of these annexes is to provide detailed information, procedures, responsibilities, and resources to the City's decision makers, planners, responders, and support agencies for specific emergencies or to respond to or restore the City's critical Support Functions following a disruption.

Coronavirus - A family of viruses, seven of which are known to infect people. They get their name from the crown-like spikes—coronas—that appear on the viruses under a microscope. Coronaviruses can cause the common cold (which can also be caused by other viruses, such as rhinoviruses), as well as dangerous illnesses such as severe acute respiratory syndrome (SARS) and Middle East respiratory syndrome (MERS). SARS CoV-2, the coronavirus virus first discovered in December 2019, causes the disease now known as COVID-19.

Cyberattack - An attack, via cyberspace, targeting an enterprise's use of cyberspace for the purpose of disrupting, disabling, destroying, or maliciously controlling a computing environment/infrastructure; or destroying the integrity of the data or stealing controlled information.

Cybersecurity - Prevention of damage to, protection of, and restoration of computers, electronic communications systems, electronic communications services, wire communication, and electronic communication, including information contained therein, to ensure its availability, integrity, authentication, confidentiality, and nonrepudiation. Also, the ability to protect or defend the use of cyberspace from cyber-attacks

Damage Assessment - Report of damage to private, public, and some non-profit organization property following a declared disaster.

Dam failure - is the uncontrolled release of impounded water resulting in downstream flooding, and other impacts that can affect lives and property. Though dams have many benefits, they also can pose a risk to communities if not designed, operated, and maintained properly. In the event of a dam failure, the energy of the water stored behind even a small dam is capable of causing loss of life and great property damage if development exists downstream of the dam. Aging infrastructure, new hydrologic information, and population growth in floodplain areas downstream from dams and near levees have resulted in an increased emphasis on safety, operation and maintenance.

Derecho - is a widespread, long-lived windstorm that is associated with a band of rapidly moving showers or thunderstorms. Although a derecho can produce destruction similar to the strength of tornadoes, the damage typically is directed in one direction along a relatively straight swath. As a result, the term "straight-line wind damage" is sometimes used to describe derecho damage.

Disaster - An occurrence of such severity and magnitude that normally results in deaths, injuries, and property damage and that cannot be managed through the routine procedures and resources of government. It usually develops suddenly and unexpectedly and requires immediate, coordinated, and effective response by multiple government and private sector organizations to meet human needs and speed recovery.

- Natural disasters may include tornadoes, storms, floods, hurricanes, earthquakes, snowstorms, droughts, fires, or other natural catastrophes.
- Person-caused disasters may include the following: Terrorist attack, industrial or chemical accidents, fires, oil spills, and biological or nuclear releases.
- Technological disasters, often person-caused but not always, may include the following: oil spills, Weapons of Mass Destruction (WMD), terrorist and cyber-attack, local or foreign, industrial, or chemical accidents, fires, biological or nuclear releases.

Earthquake - is the sudden motion, shaking, or trembling of the crust of the earth, caused by the abrupt release of slowly accumulated strain along subterranean ground faults, underground volcanic forces, or by breaking and shifting of rock beneath the surface.

Emergency - The situation created by the occurrence of a disaster.

Emergency Management - Refers to programs and capabilities designed to mitigate, prepare for, respond to, and recover from the effects of all hazards. Emergency management represents the broadest and most useful designation for this program.

Emergency Management Director - Refers to the individual who has the day-to-day responsibility for emergency management programs and activities. The role assists with all aspects of the government's mitigation, preparedness, response, and recovery capabilities.

Emergency Support Services - Departments of City government that have the capability to respond to emergencies 24 hours a day. They include law enforcement, fire/rescue, and public works. They may also be referred to as emergency response personnel or emergency operating forces.

Emergency Operations Center (EOC) - A central facility from which all City, County or State emergency efforts may be coordinated and directed. It serves as the essential location for large-scale emergency response and recovery and should have the capacity to facilitate the direction and control of all government emergency operations.

Emergency Operations Plan (EOP) - A document describing actions to be taken by City officials and employees during a declared emergency that results from the occurrence of a disaster.

Emergency Operations Center (EOC) Personnel - All individuals and agencies and their alternates, both public and private, who could be called to the EOC to coordinate the local emergency response.

Hazard - Any occurrence, such as a hurricane, flood, man-made disaster that may include Weapons of Mass Destruction (WMD), terrorists, local or foreign, industrial, or chemical accidents, fires, oil spills, biological or nuclear releases.

Hazardous Facility - Any facility that stores, manufactures, or processes hazardous chemicals.

Hazardous Substance - Any substance and material designated as hazardous under Section 101 (14) or Section 102 of the Comprehensive Environmental Response, Compensation and Liability Act of 1980 (42 USC Section 9601 (14) and Section 104 of the Hazardous Materials Transportation Act (49 USC Section 1801). Oil, gasoline, and other petroleum products are considered to be hazardous substances for the purpose of this EOP.

Hurricane - A pronounced counterclockwise circulation with sustained winds of 74 mph (64 knots) or greater.

Levee (also referred to as dike) Failure or Breach - A situation which causes the previously contained water to flood the land behind the levee due to the failure. The primary purpose is to provide hurricane, storm, and flood protection relating to seasonal high water, storm surges, precipitation and other weather events. If a levee breaks, scores of properties are quickly submerged in floodwaters and residents may become trapped by this rapidly rising water.

Lightning - A giant spark of electricity in the atmosphere or between the atmosphere and the ground. Usually, the air acts as an insulator between the positive and negative charges between the cloud and the ground; however, when the differences in charges becomes too great, this insulating capacity of the air breaks down and there is a rapid discharge of electricity that we know as lightning. As lightning passes through air, it can heat the air to 50,000 degrees Fahrenheit (about 5 times hotter than the surface of the sun). Lightning is one of the top three storm-related killers in the United States.

Mitigation - Refers to activities which actually eliminate or reduce the chance of occurrence or the effects of a disaster. For example, requiring protective construction to reinforce a roof to reduce damage from the high winds of a hurricane. Also preventing the use of hazardous areas like floodplains to eliminate the chance of property damage to buildings in flood prone areas.

Mutual Aid Agreement - Agreement between two or more jurisdictions or organizations to provide reciprocal assistance to one another in time of emergency.

Pandemic - An epidemic that has spread over several countries or continents, impacting many people. Pandemics typically happen when a new virus spreads easily among people who, because the virus is new to them, have little or no pre-existing immunity to it. COVID-19, which was declared a pandemic by the WHO in March 2020, is the first pandemic known to be caused by the emergence of a new coronavirus.

Preparedness - Planning how to respond in case an emergency or disaster occurs and working to increase resources available to respond effectively. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent.

Recovery - The final phase of the emergency management cycle. Recovery continues until all systems return to normal or near normal. Short-term recovery returns vital life support systems to minimum operating standards. Long-term recovery from a disaster could go on for years until the entire disaster area is completely redeveloped, either as it was in the past or for entirely new purposes that are less disaster prone.

Release of Hazardous Substance - Any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping, or disposing of a hazardous substance into the environment.

Response - Activities designed to provide emergency assistance to victims of the event and to reduce the likelihood of secondary damage. The local fire department, law enforcement department, rescue squad, public works personnel, emergency medical services, and other emergency support services are primary responders.

State Emergency Response Team (SERT) - A group of individuals representing the various pre-designated State/County/City agencies with hazardous substance responsibilities that implements the Incident Management System at the scene of a hazardous substances release.

Thunderstorm – Storm that is capable of producing lightning, torrential rains, hail, and/or wind gusts over 58 mph.

Threat - Any circumstance or event with the potential to adversely impact organizational operations (including mission, functions, image, or reputation), organizational assets, or individuals through an information system via unauthorized access, destruction, disclosure, modification of information, and/or denial of service. Also, the potential for a threat-source to successfully exploit a particular information system vulnerability.

Tornado - A violently rotating column of air extending from a thunderstorm to the ground. Although tornadoes occur in many parts of the world, they are most frequently found in the United States, east of the Rocky Mountains during the spring and summer months leaving those effected with little time to prepare.

Tropical Storm - A distinct counterclockwise circulation with sustained winds between 39 mph and 73 mph (34 - 63 knots).

Vulnerability – A weakness where the City is exposed or at risk. Also, it is a susceptibility to attack or injury.

Water Buffaloes– Mobile potable water tanks that can be transported to a disaster location.

1.0 Basic Plan

1.1 Introduction and Scope

1.1.1 City Vision

Small town feel, big time opportunities.

1.1.2 City Mission

To provide proactive, responsive services and fulfill the needs of its diverse community by using innovative and sustainable methods.

1.1.3 City Value Statements

- Open and Honest Communication
- Reliability
- Respect for Diversity and Equity
- Stewards of Our Resources
- Commitment to Excellence

1.1.4 City Profile - Characteristics of Milford

1.1.4a. Location

The City of Milford, Delaware is located in south central Delaware on the border of Kent and Sussex Counties.

- Longitude: between 75.39612 and 75.4080
- Latitude: between 38.8972 and 38.9467
- Elevation: Sea Level to approx. 30 feet.
- Population: approximately 10, 979 residents, the City of Milford is a diverse community spanning 9.86 square miles between Kent and Sussex Counties. Over the past decade, Milford has experienced consistent growth in both its population and economy.

1.1.4b. Weather Highlights

Summer High: the July high is around 86 degrees

Winter Low: the January low is 25

Rain: averages 45 inches of rain a year

Snow: averages 12 inches of snow a year

1.1.4c. Major Highways

Highway access to Milford from the north is on four-lane State Route 1, which branches into US RT 113 along Dupont Boulevard through the City and State Route 1 to the east, and from the west is on State Route 14, an improved two-lane road with wide paved shoulders. Local employers have

had no issues shipping in or out of the area and have access to multiple shipping companies.

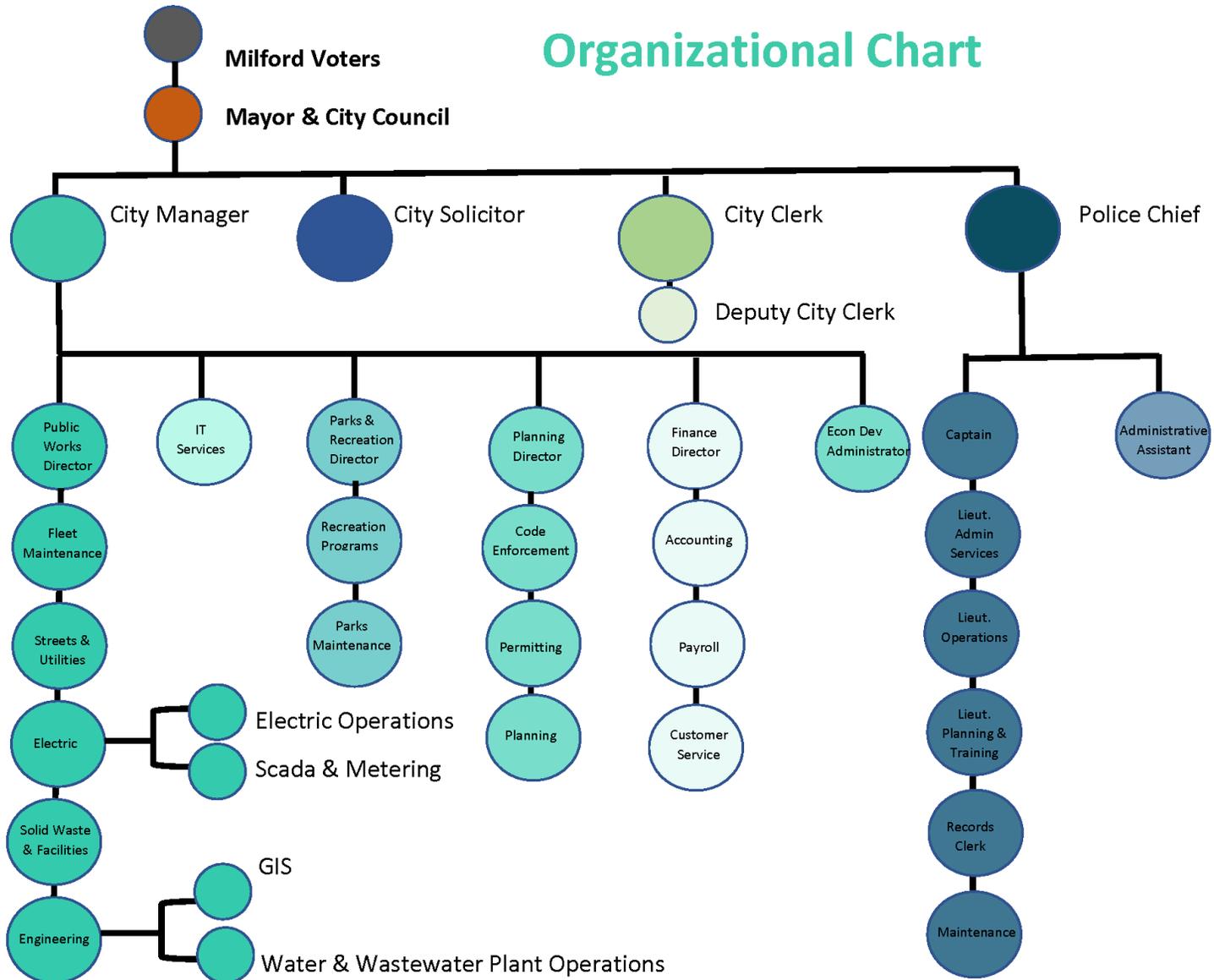
1.1.4d. Waterway

The Mispillion River passes through the center of Milford on its course to Delaware Bay.

1.2 City Administration and Departments

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

1.2.1 Organizational Chart



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1.2.2 City Boundaries

The formal boundaries for the City of Milford encompass a land area of 9.57 sq. miles and a water area of 0.09 sq. miles. Sussex County is in the Eastern time zone (GMT -5). The elevation is 13 feet.

While the primary coordinates for City of Milford are located in Sussex County, it should be noted that the formal boundaries also extend into Kent County.

The City of Milford (GNIS ID: 2390617) has a C1 Census Class Code which indicates an active incorporated place that does not serve as a county subdivision equivalent.

It has a Functional Status Code of "A" which identifies an active government providing primary general-purpose functions.

1.2.3 Nuclear Power Plants

Delaware residents live within a 10-mile radius of PSEG's Salem/Hope Creek Nuclear Generating Stations, New Jersey and the Calvert Cliffs Generating Station, Maryland. Please note that approximately half of Kent and Sussex Counties are in the plants' 50-mile ingestion pathway plans.

2.0 Purpose

The Milford City Government is responsible for protecting the lives and property of its citizens. This includes preparing for and implementing emergency operations prior to, during, and after a natural, person-caused, or technological disaster. City government must also ensure the continuity of its services during such disasters.

The City's Emergency Operations Plan (EOP) determines, to the extent possible, actions and interactions to be taken by the government of the City of Milford and cooperating city, county and State agencies to prevent or minimize disasters. Also, the Plan's goal is to reduce the vulnerability of its residents to disasters, protect the lives and property of citizens residing or traveling within the City, and respond quickly as well as effectively to disaster occurrences, and provide for recovery.

This Plan further provides planning guidance on civil preparedness emergency operations for the departments and agencies of the City as required by the Basic Civil Defense Law outlined in Delaware Code Annotated, Title 20, Part II, Chapter 31, as amended.

This Plan also supports the following:

- To safeguard life and property by preparing for and carrying out essential emergency management operations;
- To prevent, minimize, repair, and recover from any injury and/or damage which may result from a person-caused, technological or natural disaster; and
- To maintain the City of Milford's continuity of government under emergency conditions.

2.1 Situations

2.1.1 Hazards

The City is subject to the destruction of life and property in the event of certain hazards of varying frequencies, as described in the:

- Kent County Emergency Operations Plan, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021.
- Sussex County Emergency Operations Plan (SEOP) and Annex A-Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

The most common of these hazards are listed below and further described in Annexes 1.0 Emergency Support Functions and 2.0 Hazard Specific Annexes.

- Flood
- Infectious Diseases/Pandemic
- Hurricane/Tropical Storm
- Drought

- Tornado/Wind Event
- Earthquake
- Thunderstorm/Lightning
- Extreme Heat/Cold
- Nor'easter/Winter Storm
- Civil Disturbance
- Active Shooter
- Cyber Attack

Many of these hazards can create secondary hazards or challenges such as:

- Hazardous Materials Incidents
- Power Failures
- Drinking Water Contamination
- Fires
- Building Collapse
- Dam Failure
- Internet Failure

Note: In the event of nuclear, radiological, or other war or adversarial attack affecting the City, the Delaware National Guard, State and local law enforcement agencies would be the first line of defense against a physical attack on the state of Delaware. The State will take the lead response role until an official declaration is made and federal authorities (FBI, DHS, FEMA) assume command for response, investigation, and recovery. It is the responsibility of the City of Milford to ensure the continuance of all essential services during emergency operations, and to escalate requests for assistance to the County, State and Federal levels, as appropriate. The City has adopted the National Incident Management System and uses the Incident Command System (NIMS/ICS) based on federal guidance and national standards. For all other roles and responsibilities, see the 2017 Delaware Emergency Operations Plan (DEOP).

2.2 Assumptions

It is possible for a major disaster to occur at any time, and at any place in the City of Milford. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can, and will, occur with little or no warning.

- It is the expressed intent of the City of Milford to provide, as adequately as possible and within the limits of available resources, for immediate response to any such natural or technological hazards that might occur within the City and for relief following such occurrences.
- While it is likely that assistance would be available and could be expected from neighboring jurisdictions and upper levels of government, during and

following most disaster situations affecting the City, it is necessary for the City to plan for and be prepared to carry out emergency operations on an independent basis.

- City officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this Emergency Operations Plan.
- Proper implementation of this Emergency Operations Plan can reduce or prevent most disaster-related losses.
- Depending on the severity and magnitude of the situation, assistance may be necessary through volunteer organizations, private enterprise, mutual aid agreements, state, and/or federal sources.
- This Plan will be reviewed and updated utilizing a post-disaster Hot Wash or an After-Action Conference. These follow the Continuous Improvement Cycle.

3.0 Concept of Operations

3.1 General

The success of this Plan will be determined by the promptness of its implementation, the effectiveness of the City departments, and the coordination between department heads. In addition, the workability of the Plan during any emergency will determine, to a great degree, the confidence of the City residents in the ability of the government to effectively respond to the situation.

Therefore, it is the responsibility of the Mayor of Milford to provide for a comprehensive emergency management program that meets the needs of those who either have been or might be affected by an emergency or major disaster. The Mayor will initiate this Emergency Operations Plan as necessary, and the City Manager will execute the EOP.

To the extent possible, initial emergency management response will be by City government. It is recognized that the nature of certain disasters does not allow for any warning or lead time prior to occurrence. When this happens, or when the duration of an incident is expected to be relatively short, the management of the emergency operations will be directed from a location at or near the site. For emergencies for which there is lead time or for disasters which are expected to be lengthy in duration, management of the operations will be at the EOC.

Response to a disaster will parallel normal day-to-day functions as closely as possible and will utilize City resources (City Government & Emergency Volunteer Organizations) to the extent possible before seeking assistance from county or State government, private contractors, and other volunteer organizations. The EOP prioritizes the City's allocation of response services and resources with the goal of containing or stopping a situation before it expands.

3.1.1 City of Milford

The City's Emergency Operations Center (EOC), will enable staff from several departments and agencies to collect all data concerning an emergency situation, decision makers to analyze this data, and leadership to formulate a united response.

Coordination of activities will ensure that all tasks are accomplished with little or no duplication of effort and with the most efficient use of valuable time and scarce resources. Involved agencies will respond to an emergency situation with their own vehicles and equipment, as needed.

3.1.2 State Assistance

Based on the Authorities listed in the EOP Basic Plan's Authorities and References section, the City of Milford in coordination with Kent and Sussex counties, will request assistance from the Federal Emergency Management Agency (FEMA) through DEMA when the required effort for response and/or recovery from a disaster is beyond the capabilities and/or resources of the City.

The assessment of the need, and procedures for requesting assistance, is deferred to DEMA.

Cooperative relationships between Kent and Sussex Counties' Emergency Management personnel include mutual aid and the distribution of emergency resources, personnel, expertise, and equipment.

3.1.3 Federal Assistance

If the situation is beyond the response capability of the City, its Counties, and the State government, Milford, in coordination with Kent and Sussex Counties and the State of Delaware, may formally request Federal assistance through the Delaware Emergency Management Agency.

3.1.4 Voluntary Group/Private Sector Assistance

In addition to the American Red Cross (Delmarva Chapter), which has specific, legally chartered responsibilities in disaster situations, several other voluntary and/or private sector entities may be called upon for resource and/or social service assistance during emergencies. These include: Amateur Radio Club, Carlisle Fire Companies, Ambulance Services, Salvation Army, Mennonite Disaster Service, Catholic Social Services, and Whatcoat Social Services. Information and procedures for obtaining such assistance are available at the Delaware Emergency Management Agency.

3.2 Phases of Emergency Management (All-Hazard Approach)

This Plan acknowledges that most responsibilities and functions performed during an emergency are consistent and designed to follow an all-hazard approach to emergency management. Actions performed during the emergency management process fall into one of the following categories described below:

3.2.1 Mitigation

Mitigation activities are those that eliminate, prevent, or reduce the probability of a disaster occurring. Mitigation will also lessen the harmful effects of an unavoidable disasters. The City will review existing code provisions to ensure that there is maximum protection to private and public

facilities from hazards. For example, the City could review code revisions relating to construction of buildings in flood plains, the standards for construction of new buildings, and requirements for the renovation of old buildings. The City, acting through the appropriate departments, could ensure the compliance with applicable building and health and safety codes through strict enforcement of those codes.

3.2.2 Preparedness

Preparedness activities serve to develop the response capabilities needed in the event an emergency should arise. Planning and training are among the primary activities conducted during this phase. Planning allows the City to tailor their capabilities, resources, and planning products to their unique demographics, community needs, and the City's hazards. Preparedness activities such as training and exercises allows departments and outside organizations the opportunity to walk through an emergency response effort to better understand their roles and responsibilities, and those of the partnering counties, as well as understanding how those activities work together to form a cohesive response.

Other Preparedness Activities During Non-Emergency Periods include:

- Review and update the EOP annually, or update utilizing a post-disaster Hot Wash or an After-Action Conference. These follow the Continuous Improvement Cycle.
- Identify and analyze hazards and their effects on the City through Kent and Sussex Counties' Hazard Mitigation Plan Update Process.
- Establish mutual aid or cooperative assistance agreements with government, private and volunteer agencies and organizations to provide services, equipment, or other resources during an emergency.
- Review plans for obtaining technical and financial assistance from the State and Federal governments, through available programs.
- Maintain a system for notifying the public in the event of an emergency and a system for keeping the public informed throughout the emergency.
- Coordinate with private corporations and organizations to develop emergency plans in support of City's emergency plans.
- Maintain and update an inventory of personnel, equipment, and material resources from government and private sectors, which would be available in an emergency.
- Identify special populations (including children, elderly, and people with access or functional needs) requiring specialized medical treatments, transportation, and other related support services.

3.2.3 Response

Response activities occur after the onset of an emergency, or directly preceding the onset given enough lead time. These serve to reduce disaster casualties and damage, and to speed recovery. Response activities include warning, evacuation, rescue, and other operations including dissemination of information to the public.

The City of Milford's EOC is located in the Police Department. It is the central facility from which all City emergency efforts may be coordinated and directed. It is the location for large-scale emergency response and recovery and should have the capability to direct and control all City emergency operations. As part of its preparedness activities and continuity of operations, the City has designated an EOC and an alternate EOC and ensured that the EOC is prepared for activation.

Note: The Milford Police Chief has overall authority for the EOC within the City but may delegate that authority to the Deputy Chief of Police. In the absence of the Chief, the overall authority rests with the Deputy Chief of Police. The Police Department has the authority for the overall operation of the EOC.

Once the EOP is completed and adopted, EOC personnel must be trained in the EOP's overall concept and the responsibilities of the EOC personnel. Internal training will focus on operations during an emergency. Training can be done on-site at the EOC, or at partner County or remote locations. EOC Training should be offered to all EOC personnel; City employees as required by their department heads; other City or government officials; and representatives of volunteer/private sector agencies and organizations. Training techniques may include: computer simulated drills; classroom lectures; and field drills.

Community training will focus on educating residents, business owners, and visitors, so that the public will know how to respond in the event of an emergency. Training methods may range from: written materials (circulars, bulletins, newspapers); to television; radio; cable television notifications and Individual presentations (lectures to schools, community groups, etc.).

3.2.4 Recovery

Recovery includes both a short-term and a long-term process. Short term operations seek to restore vital services to the community and to provide for the basic needs of the public. Long-term recovery activities focus on restoring the community to its "normal," "new-normal," or improved status.

The City may engage in the following short- and long-term recovery activities:

- Determine the level and type of disaster assistance needed.
- Coordinate for the provision of temporary housing and food.
- Coordinate damage assessments, and determine physical, social, economic, and environmental impacts based on the assessments.
- Coordinate for the provision of affected City and community services.
- Develop a plan for restoring City and community-affected structures, facilities, and systems.
- Collect response expenditure data and cost figures for submission to appropriate authorities for reimbursement (city, county, State of Delaware, and/or Federal).
- Conduct a debriefing and/or critique of the City's disaster operations and initiate actions to improve the EOP procedures, utilizing a post-disaster Hot Wash or an After-Action Conference. These follow the Continuous Improvement Cycle.

4.0 Direction and Control

4.1 Mayor's Office

The Governor of the State of Delaware has the sole authority to issue a State of Emergency. The Mayor must request from the Governor to Declare a State of Emergency in Milford. The Mayor authorizes the implementation of the City EOP. In the absence of the Mayor, the Vice-Mayor is designated as the alternate. In the absence of both the Mayor and the Vice Mayor, the City Manager is designated as the alternate. Once declared, the City Manager is responsible for execution of this EOP.

4.2 Emergency Operations Center (EOC)

The establishment of the EOC permits command officials from City departments to assemble at a centralized location to facilitate effective decision making, coordination, and control of operating, response, and recovery efforts. The Police Chief has overall authority for emergency operations of the City but may delegate that authority to the Deputy Chief of Police. In the absence of the Chief, the overall authority rests with the Deputy Chief of Police. The Police Department has the authority for the overall operation of the EOC. City Departments, and divisions, will perform emergency activities as closely related as possible to those they perform routinely and are responsible for fulfilling their obligations as presented in the Annexes to this Basic Plan.

5.0 Continuity of Government

The City of Milford operations will continue, with caution, before, during and after all hazard situations.

5.1 Assignment of Responsibilities

It is essential to ensure the continuity of City government authority and the capability of the City government to function during periods of disaster. Measures to ensure the continued functions of City government include:

5.1.1 Government Organization

The City Government's organization chart is displayed in the EOP Basic Plan's Section 1.2.1 and can be used as an emergency Line of Succession.

Note: The EOP is designed to be used as a guide to assist City departments and the private sector, during an emergency and does not attempt to establish or direct the internal operations of any department or agency. It is therefore incumbent upon each City department head, and the manager of each agency, or institution, addressed by this EOP, to ensure that internal Standard Operating Procedures (SOPs), including action checklists and alerting rosters and succession plans, are formulated and available to be used as a supplement to this EOP.

For more information please see the City of Milford Charter at https://library.municode.com/de/milford/codes/code_of_ordinances

5.1.1.1 Lines of Succession through the Delaware State Code

Per the Delaware State Code all State agencies, State officers, and local officers are to provide for emergency interim succession. As per Title 29 Chapter 78, the Emergency Interim Executive Succession Act: § 7802. (Statement of Policy.)

Because of the existing possibility of attack upon the United States of unprecedented size and destructiveness, and in order, in the event of such an attack, to assure continuity of government through legally constituted leadership, authority and responsibility in offices of the government of the State and its political subdivisions; to provide for the effective operation of governments during an emergency; and to facilitate the early resumption of functions temporarily suspended, it is found and declared to be necessary to provide for emergency interim succession to governmental offices of the State and its political subdivisions in the event the incumbents thereof (and their deputies, assistants or other subordinate officers authorized, pursuant to law, to exercise all of the powers and discharge the duties of such offices hereinafter referred to as deputies) are unavailable

5.1.2 Safekeeping Vital Records.

The State Code of Delaware acknowledges and mandates that vital records be stored and protected in the State Archives. Title 29, Chapter 5, § 501 states that:

The General Assembly finds that public records are essential to the administration of state and local government. Public records contain information that allows government programs to function, provide officials with a basis for making decisions and ensure continuity with past operations. Public records document the legal responsibility of government, protect the rights of citizens, and provide citizens with a means of monitoring government programs and measuring the performance of public officials. State and Local government records also reflect the historical development of the government and of the citizens that it serves. Such records need to be systematically managed to ensure preservation of historically valuable materials, to provide ready access to vital information and to promote the efficient and economical operation of government.

The General Assembly intends by this subchapter to establish a single body of law applicable to all public officers and employees on the subject of public records management and preservation and to ensure that the procedures used to manage and preserve public records will be uniform throughout the State.

This subchapter may be cited as the “Delaware Public Records Law.” (66 Del. Laws, c, 211, § 1.)

5.1.3 Relocation of City Government Services.

In an emergency the City Government Services relocate to the City Public Works Building (Storm secure building).

5.1.4 City’s EOC Location

The Primary EOC location is the Police Building. The Alternate EOC location is the Public Works Building.

5.1.5 Essential City Services

Essential City services which must be maintained include law enforcement and electric and water utilities operated by the city.

Note: Should an incident reach levels beyond the capabilities of the City to respond, and recover from, the incident will be escalated to the County and State level. The Governor will be in control throughout and may elect to delegate authority to coordinate State resources to the Director of DEMA through the Department of Safety and Homeland

Security Cabinet Secretary. Once activated, the State EOC will coordinate resources for preparedness, response, and recovery operations. All recommended actions will be directed through the Emergency Support Functions (ESFs) to the responsible responding agencies.

5.2 Legal Authority

5.2.1 Authority through State Code

The Delaware State Code mandates that the local jurisdictions have a local organization for civil defense: (a) Each political subdivision shall establish a local organization for civil defense in accordance with the State civil defense plan and program. The executive officer or governing body of the political subdivision may appoint an executive officer or governing body of the political subdivision may appoint a director who shall have direct responsibility for the organization, administration and operation of such local organization for civil defense, subject to the direction and control of such executive officer or governing body. Each local organization for civil defense shall perform civil defense functions with the territorial limits of the political subdivision within which it is organized and, in addition, shall conduct such functions outside of such territorial limits as may be required pursuant to this chapter. (20 Del. C. § 3108)

5.3 Assistance

5.3.1 City Assistance

The Mayor or designee may request assistance from voluntary and private sector groups by mutual aid agreements, letters of understanding, or contact to any number of such agencies.

5.3.2 State Assistance

The Mayor or designee, in coordination with Kent and Sussex Counties, may request assistance from the State of Delaware, through the Delaware Emergency Management Agency (DEMA), when the required effort for response and/or recovery is beyond the capabilities of the City.

5.3.3 Federal Assistance

Should assistance be required beyond the capabilities of and City of Milford and the State of Delaware, the Director of DEMA will request such assistance from the FEMA.

5.3.4 Mutual Aid and Assistance Agreements Applicable to the City

A. City of Milford, Administrative Code, 25.5 Mutual Aid Agreements,

describes that the City Manager may, in collaboration with other public or private agencies within the State of Delaware, develop or cause to be developed mutual aid agreements for reciprocal emergency planning and operations aid and assistance in case of disaster too great to be dealt with unassisted. Such arrangement shall be consistent with the county, state and national emergency planning and operations plans, and, in case of emergency, it shall be the duty of each local organization for emergency planning and operations to render assistance in accordance with such mutual aid agreements.

B. The City Manager may, subject to the approval of the Governor, enter into mutual aid agreements with emergency planning and operations agencies or organizations in other states for reciprocal emergency planning and operations aid and assistance in case of disaster too great to be dealt with unassisted.

https://library.municode.com/de/milford/codes/code_of_ordinances?nodeId=PTIADLE_CH25EMPLOP_S25-5MUAIAG

5.3.5 Delaware Mutual Aid System

The Delaware Emergency Management Agency supports the Emergency Management Assistance Compact (EMAC). EMAC is an all hazards, all disciplines, mutual aid program that has been ratified by U.S. Congress and is law in all 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands. EMAC offers assistance during governor-declared states of emergency or disaster through a system that allows states to send personnel, equipment, and commodities to assist with response and recovery efforts in other states. DEMA is responsible for the administration, training, implementation, and monitoring of Delaware's EMAC program.

5.3.6 Federal Mutual Aid

FEMA's Region III has a Mutual Aid Agreement with the City of Milford. Local automatic mutual aid agreements permit the automatic dispatch and response of requested resources without incident-specific approvals or consideration of entity boundaries. These agreements are usually basic contracts between or among neighboring local entities and are used under conditions when time is of the essence to save lives, prevent human suffering, or mitigate property damage following an incident.

<https://www.publicpower.org/fema-mutual-aid-agreement-region-iii>

Please also see, https://www.fema.gov/sites/default/files/2020-07/fema_nims_mutual_aid_guideline_20171105.pdf
<https://www.fema.gov/emergency-managers/nims/components>

5.4 Cost Recovery

5.4.1 Cost Recovery Process

The City of Milford coordinates documentation practices through the City's EOC procedures. These practices can effectively manage a disaster, detail response costs and prepare for long-term recovery actions including applying for cost reimbursements.

These practices include knowing where and how to access financial resources and technical support, as well as having mechanisms in place to meet various requirements. City Managers who effectively identify and manage multiple streams of disaster funding provide the most resilient financial support to their departments and communities.

These managers:

- Ensure proper financial policies, procedures, and systems are in place and that staff has been trained on proper recording, submission, and/or reporting.
- Identify existing resources and capability gaps for threats and hazards and the available financial resources to fill those gaps.
- Monitor and track the status of recovery financial resources against stringent requirements to ensure that resources are being used accurately and judiciously

Note: The Counties of Kent and Sussex will prepare an after-action report describing the situation and response & recovery actions of local, municipal, and private organizations within their County. The report prepared shall include state and federal operations within the County, when utilized.

Based on the Counties' after-action reports and critiques, the City can update and exercise their plans, annexes, SOPs, checklists, etc., to facilitate preparedness for subsequent incidents/events. The Counties will coordinate with DEMA for Federal assistance.

5.4.2 Initial Damage Assessment

Damage assessment is used to determine the extent of damage, estimate repair or replacement costs, and identify the resources needed to return the damaged property to full use. This assessment is accomplished during the emergency response phase of the event, before the recovery phase is implemented.

The City Code Enforcement Department has the primary responsibility for the coordination of Damage Assessment activities.

Damage assessment estimates should follow predetermined guidelines. At a minimum, the Damage Assessment Team can:

- Conduct an initial assessment of the extent of damage to the City including physical, social, economic, and environmental impacts.
- Determine any life/property/environmental hazards.
- Collect data for the determination of assistance needed and estimate the recovery costs.
- Propose a plan for restoring City and community-affected structures, facilities, and systems.

6.0 Organization and Assignment of Responsibilities

6.1 Direction and Control

Direction and control involve the responsibility of the City to coordinate and direct actions required to protect the health, safety, and property of its citizens. The primary responsibility for direction and control rests with the City Manager or designee.

MAJOR TASKS	RESPONSIBILITY
Authorize Implementation of the Emergency Operating Plan	Mayor
Declare a State of Emergency in City Limits	Governor of the State of Delaware
Provide Legal advice to City Officials	City Solicitor
Activate the Emergency Operations Center	Chief of Police or Designee
Oversee City Emergency Operations	City Manager
Oversee Operation of the Emergency Operations Center	City Manager
Develop Standard Operating Procedures for the Emergency Operations Center	Commander of Communications Division

6.2 Warning

The Delaware Emergency Notification System (DENS) is the primary system for public warning and emergency protective action information in the State of Delaware. The City of Milford, Sussex and Kent Counties, and State Agencies utilize the system to inform and warn the public during emergencies that adversely affect the health, safety, and welfare of Delaware citizens. The system allows local 911 centers or emergency managers to send messages to the specific street, neighborhood, or larger areas affected by the event. In the event a line is busy, the DENS system will retry 2 additional times to deliver the message. If an answering machine or voicemail is reached, the system will deliver the emergency message there.

The purpose of DENS is to provide efficient alerting and warning to public officials, emergency response personnel, and the public of an actual or impending emergency. The primary responsibility for warning in the City of Milford rests with the Chief of Police or designee.

MAJOR TASKS	RESPONSIBILITY
Alert City Officials	Chief of Police
Alert Command Staff	Chief of Police
Alert the General Public*	Incident Commander
Alert the General Public**	Incident Commander
Develop SOP's	Incident Commander

* When an emergency necessitates the activation of the EOC.

** During emergencies which do not necessitate the activation of the EOC

6.3 Communications

This function involves activities necessary to provide for and maintain a communication capability for the effective coordination of emergency operations for the City. The City Manager is responsible for communications.

MAJOR TASKS	RESPONSIBILITY
Ensure communications equipment is maintained in operational readiness	Communications Section Chief
Develop SOP's for the emergency communications	Communications Section Chief
Maintain EOC Communications equipment	Communications Section Chief
Maintain other City Communications Equipment	Communications Section Chief

6.4 Evacuation

This function provides for the evacuation of people from areas where hazards from a natural or technological disaster threatens their safety. The Chief of Police or designee has the primary responsibility for evacuation.

MAJOR TASKS	RESPONSIBILITY
Issue recommended evacuation order*	Mayor or designee
Issue recommended evacuation order**	Incident Commander
Coordinate with American Red Cross or other assisting agency(s)	Incident Commander
Activate the Emergency Broadcast System	Incident Commander
Ensure the Public is kept informed	Public Information Officer

*If disaster necessitates activation of the EOC

** If the disaster does not necessitate the activation of the EOC

6.5 Sheltering

This function provides for the use of local facilities for the purpose of sheltering people who need to be evacuated due to a natural, person-caused, or technological disaster, and to provide for their congregate care and basic human needs. The primary responsibility for sheltering rests with the Mayor.

MAJOR TASKS	RESPONSIBILITY
Designate a shelter	Incident Commander
Notify appropriate pre-determined agencies to have shelters opened*	Incident Commander
Coordinate with sheltering agencies & request additional shelters be opened if needed	Incident Commander
Notify appropriate agencies (generally American Red Cross) to have shelters opened **	Incident Commander
Open, Staff & manage shelters	Incident Commander
Develop SOPs	Incident Commander

*If disaster necessitates activation of the EOC.

** If the disaster does not necessitate the activation of the EOC

6.6 Law Enforcement

The purpose of law enforcement is to maintain law and order, to assist in evacuation, to limit access to a disaster area, and to provide security for affected area. The Chief of Police or designee has the primary responsibility for law enforcement.

Major Tasks	Responsibility
Maintain Law and order in disaster affected areas	Chief of Police or designee
Assist in traffic control during evacuation and reentry	Chief of Police or designee
Provide security for the EOC, evacuated areas, in the shelters, and for key facilities in the City.	Chief of Police or designee

6.7 Public Information and Education

The purpose of this function is to maintain a program to disseminate emergency information and instructions to the public before, during, and following emergency situations. Primary responsibility for Public Information and Education rests with the Mayor.

Major Tasks	Responsibility
Designate a Public Information Officer	Incident Commander
Provide for rumor control	Public Information Officer
Provide emergency information to the media (including the Emergency Broadcast System) for release to the public.	Public Information Officer
Develop SOPs	Public Information Officer

6.8 Public Works/Services

This function takes action to mitigate hazardous conditions, provides for the restoration of public works systems, and assists in times of emergencies with appropriate resources and equipment. Public Works for The City of Milford is made up of the Electric Department, Meter Department, Streets and Solid Waste Department, Water and Sewer Department and Parks and Recreation Departments.

Major Tasks	Responsibility
Provide representative(s) to the EOC	Supervisor of Public Works
Operate and maintain the City Potable Water and Sewage system	Water Department Supervisor
Operate and maintain City Electric Distribution equipment	Electric Department Supervisor
Provide debris removal services for the City	Street Department Supervisor
Develop SOPs	Department Heads

6.9 Resource Management

This function provides for the prompt and efficient acquisition, distribution, and use of personnel, equipment, and material resources during an emergency. The City Manager or designee has the primary responsibility for Resource Management.

Major Tasks	Responsibility
Designate a Resource Management Coordinator	Incident Commander
Develop an emergency information system	Incident Commander
Assist with the procurement of resources during a disaster situation	Incident Commander
Develop and maintain a resource inventory	Incident Commander

6.10 Radiological Protection

This function establishes procedures to respond to radiological and war caused incidents. Because of the nature of radiological incidents, the City will designate the Director of Emergency Preparedness for Kent County as having the primary responsibility and will follow directions given by the County or the State of Delaware Government.

6.11 Emergency Medical Services

The purpose of this function is to coordinate the mobilization of the health and medical resources within the City during emergency situations. The Carlisle Fire Chief or Ambulance Captain shares primary responsibility for emergency medical services with the State Division of Public Health and the Medical Center of Delaware.

Major Tasks	Responsibility
Maintain contact and coordination with the City's EOC	Carlisle Fire Chief in Charge or Ambulance Officer in Charge
Ensure ambulance personnel are certified for advanced and basic life services	Carlisle Fire Chief or Ambulance Captain
Ensure that medical supplies and materials are stocked and that equipment is in operable condition	Carlisle Fire Chief or Ambulance Captain
Provide advance life services and establish triage sites	Carlisle Fire Chief or Ambulance Captain
Assign physician to assume responsibility of triage at the disaster site	Office of Emergency Medical Services
Coordinate health and medical operations between the State and the County	Service Chief of the State Division of Public Health
Direct mortuary services	Mortuary Sub-section personnel

6.12 Fire and Rescue

This function provides for the use of fire fighting and rescue capabilities to address natural and technological disasters. The Carlisle Fire Chief has primary responsibilities for firefighting and rescue activities.

Major Tasks	Responsibility
Recruit firefighting personnel	Fire Company President
Ensure that firefighting personnel receive proper training	Fire Chief
Ensure that equipment is maintained in operational readiness	Fire Chief
Establish field command posts performing required responsibilities	Fire Chief
Ensure that damaged areas are inspected for safety purposes	Fire Chief
Ensure that decontaminated functions are performed	Fire Chief
Develop SOPs	Fire Chief

6.13 Damage Assessment

The purpose of this function is to assess and report the extent of damage to the City because of a disaster. The City Code Enforcement Department has the primary responsibility for the coordination of Damage Assessment activities.

Major Tasks	Responsibility
Designate Damage Assessment Teams	Incident Commander
Coordinate Damage Assessment Training	Code Enforcement
Identify areas to be assessed and assign teams to specified areas	Code Enforcement
Conduct Initial Damage Assessment	Code Enforcement
Compile reports on Damage Assessment for submission to the State	Code Enforcement
Determine unsafe buildings/structures/facilities	Code Enforcement
Keep the public informed of unsafe area	Public Information Officer
Provide assistance to State and Federal officials conducting Preliminary Damage Assessment	Code Enforcement
Review land development plans and building plans, and provide construction inspections.	Code Enforcement
Approve land development plans and building plans	City Council
Enforce building codes	Code Enforcement
Develop SOPs	Incident Commander

7.0 Administration and Logistics

7.1 Administration

The City is authorized pursuant to 25-2(B)(5) of the Charter of the City of Milford to develop contracts and incur obligations necessary to resolve major emergencies, to protect the health and safety of persons and property of the County, and to provide emergency assistance to the victims of disaster.

The Director of Finance is authorized to make emergency purchases to obtain necessary resources, not otherwise available, during times of disaster, pursuant to the City Charter, section 25-2.

An updated inventory of all resources and assets will be maintained throughout the emergency by the responsible department for each emergency management function and, following the cessation of the emergency, a final report of the overall emergency operations will be maintained in the City Finance Office. Records retention will conform to the State of Delaware Record Retention Schedule.

If the City of Milford is involved in an emergency or recovery operations, it is responsible for maintaining lists of available emergency resources to include personnel, supplies, and equipment. It also shall develop SOPs and implementation checklists to ensure the actions in this plan are performed in a timely and efficient manner.

The Counties of Kent and Sussex will prepare an after-action report describing the situation and response & recovery actions of local, municipal, and private organizations within their County. The report prepared shall include State and federal operations within the County, when utilized.

Based on the Counties' after-action reports and critiques, the City can update and exercise their plans, annexes, SOPs, checklists, etc., to facilitate preparedness for subsequent incidents/events. The Counties will coordinate with DEMA for Federal assistance.

7.2 Logistics

Each department or agency will be responsible for the mobilization of appropriate personnel to perform the necessary functions prior to, during, and following a disaster. With sufficient lead time, resources will be obtained and ensured to be in a state of readiness prior to the arrival of the disaster agent.

The overall coordination of resources will be ensured among City departments, other jurisdictions, and private agencies. Alternate operations sites have been established for the Milford EOC and for other functional operating departments and agencies identified in this plan. They will be located in the City Public Utilities building on Vickers Drive. A third option if that facility is damaged or destroyed would be the Carlisle Fire Company on N.W. Front Street.

8.0 Plan Authority, Development and Maintenance

8.1 Emergency Operations Plan Scope

This Plan is the primary document for emergency management activities of the City of Milford and applies to all elements of City government.

8.1.1 Law

Each Delaware county and municipality are required to prepare, maintain, and keep current an EOP in accordance with the Delaware Code annotated, Title 20, Chapter 31. Furthermore, EOPs must be available for inspection in the County and State EOC, along with applicable emergency management plans, procedures, and directives of FEMA and the State of Delaware.

8.1.2 Federal Emergency Management Agency Requirements

Each state, county, and municipality are required by Federal law to develop an EOP, in accordance with Federal guidelines and requirements

8.1.3 Emergency Operations Plan Development and Maintenance

Pursuant to Chapter 25 of the Code of the City of Milford, the Milford City Manager is responsible for the development and maintenance of this plan.

8.1.4 EOP Approval

This Plan becomes effective upon approval of the City Council.

8.1.5 EOP Review and Concurrence

All departments, divisions, or agency heads will review this EOP. They will also review this Plan with appropriate personnel within their organizations.

8.1.6 EOP Maintenance and Update

The City Manager or designee will ensure the Plan is maintained, reviewed and updated by each involved department, division, and agency, and that the plan is exercised as appropriate.

8.1.7 EOP Changes

Following an exercise or actual implementation of the Plan, the City Manager or designee may schedule a critique of the response and/or recovery from the disaster. Changes agreed upon by the departments and agencies affected by the change, will be incorporated into the plan.

8.1.8 Emergency Operations Plan Documentation

Plan updates will be documented on a Record of Change and be delivered to all EOP holders.

9.0 Authorities and References

References to the City of Milford and the State of Delaware Authorities

- The Code and the Charter of the City of Milford Delaware
- Milford Police Department Policy and Procedures, Critical Incidents at Milford School District, Number 9-07, June 18, 2020
- Strategic Plan for the City of Milford Delaware, “Press Play: Vision 2023.”

- References State Government Authorities
 - Delaware Code Ann. tit. 6 § 12B-101 et seq. (Computer Security Breaches)
 - Delaware’s Data Breach Law, effective April 14, 2018.
 - Delaware Public Service Commission – Cybersecurity (Docket No. 16-0659)
 - Delaware Code Annotated, Title 20, Part II, Chapter 31 “Basic Civil Defense Law”, as amended
 - Delaware Code Annotated, Title 20, Part II, Chapter 33 “Interstate Civil Defense and Disaster Compact”
 - Delaware Code Annotated, Title 29, Section I, Chapter 77 “Emergency Location of Government; Part I - “State Government”, and Part II “Political Subdivisions of the State”
 - Delaware Code Annotated, Title 7, Chapter 57
 - Delaware Emergency Health Powers Act Federal Government
 - Delaware COVID-19 State of Emergency Declarations, Powers of Delaware Emergency Management Agency and Delaware Division of Public Health.
 - Delaware’s Dam Safety Law (7 Del. Code, Chapter 42) and Dam Safety Regulations (7 DE Admin. Code, 5103).
 - Delaware Dam Safety Regulations

Federal Government Authorities

- Federal Civil Defense Act of 1950, as amended
- Public Law 288, 93rd U.S. Congress (Federal Disaster Act)
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended
- Federal regulations in 44 Code of Federal Regulations (CFR) Part 350 address FEMA’s role in conducting assessments and issuing findings regarding offsite emergency plans/procedures for responding to radiological emergencies at commercial Nuclear Power Plants.
- FEMA’s “Managing the Emergency Consequences of Terrorist Incidents” documentation
- Centers for Disease Control and Prevention (CDC) COVID-19 Guidance
- Department of Homeland Security, Cybersecurity & Infrastructure Security Agency, Active Shooter Preparedness.
- FBI, Active Shooter Resources.
- National Institute of Standards and Technologies (NIST), Computer Security

- Handling Guide, 2021.
- Federal Emergency Management Agency, Radiological Emergency Preparedness, (FEMA P-1028), January, 2016
- Nuclear Regulatory Commission, Risk-Informed and Performance-Based Oversight of Radiological Emergency Response Programs, NUREG/CR-7195, 2015

Supporting Plans to the City's Emergency Operations Plan

- Kent County Emergency Operations Plan, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021.
- Sussex County Emergency Operations Plan (SEOP) and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update
- Information Security Services in Sussex and Kent Counties
- Delaware Emergency Operations Plan and Activation of the Delaware Emergency Management Agency Operations and TAC Groups at the State Emergency Operations Center (EOC).
- Delaware All-Hazard Mitigation Plan, August, 2018
- Delaware Emergency Management Agency, Strategic Plan, 2019-2022
- Delaware State Police Critical Incident Procedures Manual
- Delaware Capital Police, Survive an Active Shooter Event
- Delaware National Guard Civil Disorder Plan
- State Emergency Response Team (SERT)
- Delaware Radiological Emergency Protection Plan (REPP)

Appendix A - Emergency Support Functions (ESF's)

(ESF 1-14)

Appendix A of the Milford EOP contains 14 separate sections that can function as separate Annexes and that provide specific assignment of responsibility.

This document is in alignment with the Delaware EOP (DEOP) and the Kent and Sussex County EOPs. Some of the specific ESF's refer to DEMA for this reason. Certain activities are specifically controlled by the State of Delaware, and the appropriate county. The City performs a supporting role.

The Annexes have been developed to mirror those ESFs identified in the National Response Framework guidance. These Annexes supplement the actions listed in the City's EOP Basic Plan to be taken in the event a hazard or disaster event occurs in the City of Milford. They define the roles and responsibilities of the City departments, County and State responders, public utilities, and other volunteer/private organizations in a coordinated effort to respond to an incident.

Each incident will not necessarily require the activation of every ESF, but every incident will require the activation of at least one ESF.

- #1. Transportation
- #2. Communication
- #3. Public Works and Engineering
- #4. Fire Fighting and Rescue
- #5. Planning and Information
- #6. Mass Care, Evacuation and Temporary Housing
- #7. Logistics and Resource Management (includes donations and volunteers)
- #8. Health and Medical Services
- #9. Search and Rescue
- #10. Hazardous Materials
- #11. Food, Agriculture and Animal Care
- #12. Energy and Utilities
- #13. Law Enforcement and Public Safety
- #14. Needs and Damage Assessment

Appendix B - Hazard Specific Annexes (HSA's)

(HSA 1-14)

Appendix B of the Milford EOP contains 14 separate sections that function as separate Annexes. These sections detail specific situation responses to hazards, natural, person-caused, or technological. Each section is a detailed guideline for action. Milford is in alignment with the DEOP and the Kent and Sussex Counties' EOPs.

The purpose of these Annexes is to define specific procedures (SOPs) for City departments to take to protect life and property when dealing with dangerous natural disaster and other events within the City. To clearly accomplish this objective, several hazard specific appendices have been developed.

The following Annexes have been developed to mirror those hazards identified in the 2017 State Hazard Mitigation Plan. These Annexes supplement the actions listed in the Basic EOP and ESFs to be taken in the event of specific natural hazards in the City. The HSAs are meant to be used in tandem with the Basic Plan, and relevant ESFs, and should not be utilized without the appropriate companion documents. They provide guidance for City departments, public utility companies, and other volunteer/private organizations on what to do before, during, and after an event, to mitigate the effects of these natural hazards.

The HSAs include:

- #1. Flood
- #2. Drought
- #3. Hurricane/Tropical Storm
- #4. Earthquake
- #5. Winter Storm/Nor'easter
- #6. Thunderstorm/Lightning
- #7. Tornado/Wind Event
- #8. Extreme Heat/Cold
- #9. Infectious Disease/Pandemic
- #10. Civil Unrest
- #11 Cyber Attack (Ransomware)
- #12 Terrorist Incident (Active Shooter)
- #13 Dam Failure
- #14 Nuclear Facility Accident



CITY OF MILFORD, DELAWARE

EMERGENCY OPERATIONS PLAN (EOP)

Appendix A Emergency Support Functions (ESF 1-14)

conducted by



JUNE 30, 2021

Milford Emergency Operations Plan (EOP)

Appendix A - Emergency Support Functions (ESF 1-14)

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Introduction

The Emergency Support Functions (ESF) of the Milford EOP contains 14 separate sections that that provide specific assignment of responsibility.

This document is in alignment with the Delaware EOP and the Kent and Sussex County EOPs. Some of the specific ESF's refer to DEMA for this reason. Certain activities are specifically controlled by the State of Delaware, and the appropriate county. The City performs a supporting role.

The Annexes have been developed to mirror those ESFs identified in the National Response Framework guidance. These Annexes supplement the actions listed in the City's EOP Basic Plan to be taken in the event a hazard or disaster event occurs in the City of Milford. They define the roles and responsibilities of the City departments, County and State responders, public utilities, and other volunteer/private organizations in a coordinated effort to respond to an incident.

Note: Each incident will not necessarily require the activation of every ESF, but every incident will require the activation of at least one ESF.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

ESF # 1 Transportation

Primary Agency: Delaware Department of Transportation (DeIDOT)

Supporting Agencies: Delaware State Police, Emergency Management and Local Road and Police Agencies and the Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

The Transportation Annex will be led by the DeIDOT, with support from the Delaware State Police, local roads boards, and local police agencies. Support agencies will provide assistance to the Primary Agency and provide additional resources for Transportation operations. Support agencies will also provide supplemental staff to support the ESF 1- (TMT). All ESF agencies will track the use of their resources for both internal budgeting and potential FEMA reimbursement in the event of a declared emergency.

Corresponding DEOP Functional Annex(es): IN4 – Transportation Group

Authorities and References: Delaware EOP – ESF-1 Transportation

Please see DeIDOT for relevant References and Authorities.

Also, please see Kent County Emergency Operations Plan, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021, and Sussex County Emergency Operations Plan (SEOP) and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

City Milford Contact – 302-422-8081

To ensure that this ESF is properly maintained, it should be:

- Reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques and drills, as necessary and
- Ensure all relevant staff participates in exercises and drills, if possible.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

I. Purpose

Purpose

To define the communication procedures, response procedures, resource procedures, responsibilities, and guidelines of the Transportation Management Team (TMT) for response to any event or incident that impacts the transportation system. The TMT will be composed of the primary and support agencies outlined in the DEOP in ESF 1-1. The TMT will jointly make decisions on how an incident or an event that impacts the transportation system will be handled. Sussex County will have a TMT charged with developing and maintaining transportation management plans for Sussex County. Kent County will have a TMT charged with developing and maintaining transportation management plans for Kent County. Milford will provide support.

To establish the TMT concept to maximize the safe movement of persons and vehicles from the affected area(s), and give emergency personnel access to the affected area(s).

To establish the TMT's responsibility for the prompt, safe, and orderly re-entry of evacuees into the evacuated area once the incident or event has ended.

II. Assumptions and Situations

Assumptions

- 1 The City of Milford has a multiple mode transportation network including road, rail, and water transportation systems that can be affected by an incident or event. These incidents and events may cause major transportation blockage and consequently, affect the protection of life and property.
- 2 DeIDOT has implemented an integrated transportation management program, that leverages technologies and procedures to improve the movement of people and goods by:
 - a. Reducing congestion.
 - b. Increasing transportation system safety and efficiency.
 - c. Managing incidents, special events and work zones.
 - d. Providing real-time and accurate traveler information.
- 3 DeIDOT has established a Transportation Management Center (TMC) to facilitate the management of the transportation network.
- 4 Milford has its own Emergency Communication. Also, the City of Milford is serviced by The Carlisle Fire Company, a volunteer fire/rescue company. The Fire Company has One Fire Chief, one Deputy Fire Chief, three Assistant Chiefs, five Fire Police, three pumper engines, one heavy rescue, one 3000-gallon tanker, one aerial truck, two basic life support ambulances, inland water support (ponds, streams, etc.) rescue capability, and have river rescue capability. In

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addition, the Delaware State Fire School (DSFS) support and coordinate the local fire service.

Situations

1. Depending on the level of response, the Milford EOC may be activated and the Milford EOP activated. The local EOC will be in communication with the Counties and DEMA.
2. All maintenance and construction activities on designated evacuation routes will be suspended during an incident or event that impacts the transportation system.
3. Some localities in the risk areas will not be able to open shelters because of the projected inundation areas.

III. Mitigation and Preparedness

Mitigation

1. Annually, the City Manager or designee, will make contact with all special facilities to determine their client load and advise them to update their evacuation plans to be ready to evacuate.

Preparedness

1. The City will identify facilities that may require special assistance during evacuation to determine potential transportation requirements and to maintain contact information for these facilities.
2. EOC member departments will participate in periodic emergency drills and exercises that include evacuation scenarios.
3. Emergency Preparedness member agencies will verify their assets and review their pre-positioning strategies.

IV. Concept of Operations

The DEOP ESF 1 - Transportation Services is a key reference to the City in order to better coordinate existing emergency transportation resources and activities in the event of an emergency or disaster as the City and Counties support DeIDOT in all transportation operations. See DEOP ESF 1 for further details.

V. Assignment of Responsibility

The City will:

1. Maintain a list of transportation resources in the City.
2. Document the disaster caused transportation problems of the City including transportation needs for the evacuation of the general public.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

3. Determine availability of needed transportation resources and coordinate their mobilization and distribution.
4. Coordinate transportation support from school districts and industry representatives in the city and stage at the City EOC, as requested. Level of support requirements is dependent upon the situation.
5. Work with DHSS representatives to support and coordinate special evacuation needs of the physically impaired and senior citizens.
6. Coordinate with DEMA, DeIDOT, DSP for information on evacuation routes and road conditions.
7. Assist DeIDOT and DSP in identifying major transportation arteries affected by a disaster and develop alternate or by-pass routes.

VI. Organization and Assignment of Responsibilities

County and City Emergency Management and Operations Agencies must:

- Maintain a list of transportation resources in the County/municipalities. The Emergency Information System (EIS) may be utilized as the system becomes operational.
- Assess the disaster-caused transportation problems of the County and local agencies including transportation needs for the evacuation of the general public.
- Determine the availability of needed transportation resources and coordinate their mobilization and distribution.
- Coordinate transportation support from school districts and industry representatives in the County/municipalities and stage at the TMC/State EOC, as requested. Level of support requirements is dependent upon the situation.
- Work with Department of Safety and Homeland Security (DSHS) representatives to support and coordinate special evacuation needs of persons with access or functional needs and senior populations in each municipality.
- Coordinate with DEMA, DeIDOT, Delaware State Police (DSP), and Milford Police for information on evacuation routes and road conditions.
- Assist DeIDOT and DSP in identifying major transportation arteries affected by a disaster and develop alternate or by-pass routes.

VII. Roles and Responsibilities

The Governor:

1. Activate the DEOP.
2. Make mass casualty recommendations to the public.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

3. Declare a State of Emergency, if the situation dictates.
4. Issue supplementary declarations and orders.
5. Request Federal assistance, if necessary.

The Department of Safety and Homeland Security:

1. Make public safety recommendations to the Governor.
2. Evaluate recommendations by DEMA/State EOC.
3. Direct activation of the State EOC.

The Delaware Emergency Management Agency:

1. Coordinate all emergency support agency resources.
2. Make protective action and safety recommendations to the Department of Safety and Homeland Security Cabinet Secretary.
3. Send emergency management liaisons to local EOCs to assist with response and recovery operations.
4. Activate the State EOC. Partial activation may be necessary during early phases of mass casualty operations. Note: Full ESF activation may be required for catastrophic incidents.
5. Contact and work with FEMA.
6. Work with other outside Federal and private agencies, such as the National Transportation and Safety Board (NTSB), Alcohol Tobacco and Firearms (ATF), the Federal Bureau of Investigation (FBI) and others.
7. Communicate and coordinate with the Director of the DPH and/or designee, as necessary.
8. Provide Mass Casualty public information services, as required.

City of Milford/County Emergency Management and Operations Departments:

1. Provide on-scene assessment after life-saving operations by first responders.
2. To the extent possible, establish a local emergency management presence at the scene.
3. Establish a temporary command post/coordination office with the on-scene authority, if necessary.
4. Coordinate with the on-scene authority and assist the Office of the Chief Medical Examiner (OCME) with the proper location of a temporary morgue, if necessary.
5. Coordinate and communicate with local police and fire and DEMA, as necessary.
6. Forward priority requests to the DEMA liaison and/or the State EOC, as necessary.

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7. Coordinate with the DEMA Public Information Officer (PIO) and staff, as necessary.
8. Coordinate with local police to ensure an exclusion zone/perimeter is established for local crowd control and crime scene security, as necessary.
9. Maintain communications with the State EOC/DEMA liaison, as necessary.
10. Coordinate with the Office of the Chief Medical Examiner (OCME) and local police to ensure a secure area for victim's belongings and possessions, as necessary.
11. Provide a rough sketch of the accident area to the State EOC, if requested. The sketch should show the locations of the temporary command post, temporary morgue, security checkpoints, triage area(s), helicopter landing zones (LZs), and any other significant landmarks.

Local Police, Fire, Paramedics, and Ambulance:

1. Local Basic Life Support (BLS) and Advance Life Support (ALS) will treat and triage victims at the scene of disaster.
2. Local hospitals may provide additional emergency medical services via local emergency rooms/wards, etc.
3. Hospitals should implement their mass casualty emergency plan, as required. They may treat and discharge victims, as possible. When necessary, they should request assistance from the State Chief Medical Officer/the State Health Commissioner, the Director of the DPH for the reallocation of additional beds and resources.
4. Notification of next of kin will be as follows:
 - a. Local incidents - The OCME and Forensic Sciences will notify next of kin.
 - b. Catastrophic transportation accidents - the National Transportation Safety Board (NTSB) will notify next of kin.
 - c. Mass casualty crime scenes - the FBI and/or state or local police services will notify next of kin.
5. Remember: Confidential information, such as, name, address, age, religious preference, marital status, sex, etc. of the victims will not be released to the public except by written permission of the Medical Examiner or designee.

Continuity of Government:

1. Emergency medical operations and support will continue until all casualties are processed. County, municipal, and state government will continue to provide all available support, as needed.
2. The Governor is in control throughout and has delegated her/his authority to coordinate state resources to the Director of DEMA through the Department of

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Safety and Homeland Security.

3. Once activated, the State EOC will coordinate City and County resources for preparedness, response, and recovery operations. Recommended actions will be directed through the ESFs to the responsible responding agencies.
4. Support agencies will ensure 24-hour staffing availability, as required. ESF representatives responding to the KEOC or SEOC will be knowledgeable of their resources and shall have the authority to coordinate Communications play a critical role in emergency operations.
5. The City is tasked to develop and maintain mutual aid agreements and lists of Contractors who may be needed to supplement supplies and capabilities in times of disaster. Each organization ensures that resource inventory is developed and maintained and that equipment is kept in a state of readiness, through scheduled inspections and testing. After the disaster, the City submits a listing of DOCUMENTED expenses if requested. These reports will be used to evaluate the response to keep track of any resources, which have been used in the process.

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ESF # 2. Communications

Primary Agencies: City of Milford's Police Department, Public Safety – 911 Communications Division, Delaware

Supporting Agencies: Delaware State Police, local Police and Fire Departments and the Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Corresponding DEOP Functional Annex(es):

IN6 – Communications Infrastructure Group

Counties' ESF Leads,

Sussex and Kent Counties' Emergency Operations and Management Departments

Authorities: This ESF is issued in accordance with, and under the provisions of the Delaware Code Annotated, Title 20, Chapter 31, "Civil Defense", as amended, Title 7, Chapter 57, "Disaster Relief and Assistance", and the Federal Defense Civil Preparedness Guides, Part G, Chapter 5, Appendices 1 through 21. 9.2

References: The Federal Civil Preparedness Guide, Part A through H. 2. Managing the Emergency Consequences of Terrorist Incidents.

Please see Kent County Emergency Operations Plan, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021

and Sussex County EOP (SEOP) and Annex A- Mitigation, Annex B-Preparedness, Annex C- Response and Annex D-Recovery (2017) and the 2016 HMP Update

City Milford Contact – 302-422-8081

To ensure that this ESF is properly maintained, it should be:

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- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques and drills, as necessary and

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

To plan, establish, and maintain the communications capabilities necessary to meet the operational requirements of The City of Milford in preparing for, responding to, and recovering from disasters and emergencies. This ESF will outline how the City can help provide adequate assistance for proper coordination of communication systems during an emergency.

Scope

This ESF applies to all City departments that provide support responsibility to ensuring the access to, safety of, and good repair of communications systems, technologies, and resources for use by responders and officials working in the City, and recovery efforts after the hazard or disaster event.

II. Situations and Assumptions

Situation

1. Communications and information management systems are an integral part of emergency management.

The Sussex County EOC maintains and provides an efficient 24-hour, 7-day-a-week computer-aided 911 Emergency Reporting Center for receiving requests from the public for Emergency Response Services and for the Dispatching of Police, Fire and/or Emergency Medical Paramedic Services. The Delaware State Police SusCom (Sussex Communications) section dispatches for Delaware State Police units and all municipal police units in Sussex County except Seaford and Rehoboth Beach. The Fire and Ambulance Call Board section dispatches all Fire Companies and EMS detachments in Sussex County except Seaford and Rehoboth Beach.

The Kent County Emergency Dispatch Center is located at 911 Public Safety Boulevard, in Dover. There are two major components of the Emergency Dispatch Center: (1) the volunteer fire/ambulance/paramedics dispatch section (KENT CENTER); and (2) the State Police dispatch section (KENTCOM). State Police KENTCOM handles many of the County requirements because there is no County-wide police department.

The City of Milford has its own dispatch system for the Police Department.

Note: There is capacity to monitor the Milford system at the Kent County Emergency Dispatch Center.

Assumptions

1. The Milford communications network should survive the effects of a disaster

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

and twenty-four-hour staffing will be provided to facilitate appropriate disaster communication activities.

III. Concept of Operations

General

1. Communications play a critical role in emergency operations. The City will use all communications systems that are available to ensure a coordinated response to disasters.

The Milford EOC maintains and provides an efficient 24 hour, 7-Day-A-Week Emergency Reporting for receiving requests from the public for Emergency Response Services and for the Dispatching of Police. Fire and Ambulance Dispatch Services are provided by both Kent and Sussex Counties.

Notification of disasters affecting the City and Sussex/Kent counties will probably come through either Sussex or Kent Counties' EOC.

The SEOC is located at 21811 Rudder Lane, Georgetown, Delaware. Alternate SEOCs are located at Mobile Command Post at 21303 Rudder Lane, Georgetown, Delaware and the State EOC at 165 Brick Store Landing Road, Smyrna, Delaware. The Director of Emergency Operations will develop the criteria for transfer of control from the Primary to the alternate SEOC(s) and will develop appropriate procedures for staffing and operating the alternate SEOC consistent with plans to continue operations.

When activated the SEOC shall be under the direction of the Director of Emergency Operations. The Director of Emergency Operations or their designee will serve as the EOC Director and shall coordinate activities within the EOC in accordance with established policies and procedures.

Notification of disasters affecting Kent County will come through to the Kent County Emergency Dispatch Center. The Kent County Director of Public Safety or a designated assistant will need to be notified by the Emergency Dispatch Center of disasters affecting Kent County. During duty hours and on workdays, disaster notification should be directed to the Kent County Director of Public Safety. After duty hours and on weekends and holidays, the Division of Emergency Management should be alerted via telephone or personal tone alert system.

If the EOC is activated, each Department Head may be requested to designate a Representative to represent his or her Division in the EOC. The Representative coordinates communications between the dispatch operations of their division and EOC needs. Each Department Representative keeps the EOC informed of major emergency activity, area of impact, scene status, recovery progress, etc.

2. Nearest Paramedic stations are located at Lincoln Community Center and The Town of Harrington.

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3. Notification of all disasters Affecting the City of Milford will be directed to the on-call staff person (alternately the Chief or Deputy Chief) of the Police Department.
4. Notification of disasters to higher levels of authority will follow the chain of command to City Officials and department directors as appropriate.
5. Communications to field and response forces will be accomplished by established message procedures, radio, and/or telephone contact. Field forces not dispatched by the Center will maintain their own communication network for receiving instructions from and providing status reports to their EOC representatives. The Center will maintain the ability to contact these Field Forces Directly via telephone and/or mobile two-way radio.
6. EOC to adjacent jurisdictions communications will be accomplished by telephone. An alternative method of communications is the radio monitors connecting fire dispatch centers of the various jurisdictions. The latter means of communications will be coordinated through the Senior Dispatcher on duty or designee.
7. EOC to State and county EOC communications will be accomplished by telephone, cell phone, fax, and email. Alternative means of communications include police, and/or fire, radios located at the Emergency Operations Center.
8. EOC to support facilities (such as the Emergency Broadcast System (EBS), hospitals and shelters) communications will be accomplished by utilizing telephones to the degree possible. Alternative means of communications include Red Cross, and Civil Defense radios coordinated through the County EOC Senior Dispatcher on duty or designee.

Phases of Emergency Management

Mitigation - Prevention

- a. Develop and maintain address file for identifying property by street/road locations number.
- b. Develop and maintain emergency contact list for commercial establishments (Mercantile List).
- c. Develop and maintain emergency resource equipment listing.
- d. Provide public educational programs to include tours of the Emergency Reporting Center and public presentations to small groups.
- e. Maintain all radio and computer systems.

Preparedness

- a. Review and maintain personnel call list to assure full staffing capability and increased staffing in times of emergency or warning of impending emergency.
- b. Ensure all equipment is maintained on a regular basis.

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- c. Provide training for all new employees and refresher courses for all employees in the Emergency Reporting Center.
- d. Participate in tests, exercises, and drills:
- e. Develop and maintain personnel, equipment, and supply deployment plans.
- f. Train and assure at least one staff member is capable of bringing the generator on line manually.

Response

- a. The Senior Dispatcher on duty or designee reports to the EOC. Maintain contact with this representative.
- b. Coordinate task assignment and personnel relief.
- c. Call in additional personnel as needed.
- d. Call in contracted vendors including Collins Business Systems, to maintain equipment as needed.
- e. Suspend all non-essential Emergency Reporting Center activities, such as tours and administrative activities.
- f. Refer callers who have questions concerning the disaster to the rumor control number, when established.

Recovery

- a. Perform maintenance checks on all systems, especially the outside towers.
- b. Repair as necessary.
- c. Notify appropriate vendors to repair equipment as necessary.
- d. Undertake a damage assessment of the Emergency Reporting Center's property, equipment, and systems, to include providing a dollar estimate of the damage and filing appropriate reports, as soon as possible.
- e. Undertake personnel performance reviews.
- f. Make recommendations to improve service and performance through training and/or educational procedures.
- g. Participate in post-disaster critiques.
- h. Make appropriate recommendations for changes to Milford EOP.

IV. Organization and Assignment of Responsibilities

Senior Dispatcher on duty:

- Maintains personnel, equipment, and supply deployment plans.

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- Develops and maintains the Emergency Communications Annex to the Milford EOP.
- Responds to place of duty at the Milford EOC.
- Coordinates task assignments.
- Suspends non-essential division activities.
- Supervises and evaluates performance of the dispatchers on duty.
- Ensures that a damage assessment is undertaken of the division's property, equipment and systems.
- Participates in all post-disaster critiques.
- Makes recommendations for changes to the Milford EOP.

Entire Emergency Reporting Center:

- Brings Computers and other equipment back on line as appropriate.

V. Direction and Control

The City Manager has the responsibility of determining essential City services to be maintained during a State of Emergency.

The City Manager or designee also has overall responsibility for coordinating emergency activities and for representing the City at the County EOCs. If the Manager or designee are not available the Chief of Police will assume responsibilities.

Department Directors are responsible for coordinating emergency activities within their respective departments and for representing their departments at the Milford EOC (if requested to report).

The Chief of Police has the responsibility for setting departmental priorities when resources are limited and for authorizing departmental emergency purchases (according to authorized procedures.)

Coordinates with the senior dispatcher on duty to suspend services and redirect resources to support essential services and emergency activities.

Through the chain of command, the Senior Dispatcher on duty is responsible for exercising operational control of the staff of the center.

VI. Continuity of Government

The line of succession for the Emergency Reporting Center is as follows:

1. Senior Dispatcher on duty.
2. Training Officer.
3. Senior Dispatcher by time in service.

The Milford EOC is located at 400 N.E. Front Street.

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1. The essential services that must be maintained by the Emergency Reporting Center include, but are not limited to, receiving emergency calls for service, dispatching appropriate emergency response resources, and providing support staff to the EOC.
2. Administrative activities such as training, tours, and committee meetings could be suspended.
3. The essential services that must be maintained by the Emergency Reporting Center include, but are not limited to, receiving emergency calls for service, dispatching appropriate emergency response resources, and providing support staff to the EOC.
4. Administrative activities such as training, tours, and committee meetings could be suspended.

VII. Administration and Logistics

The chain of command of the Emergency Reporting Center assures that the activities and responsibilities of the Center are executed according to prepared SOPs in an orderly and efficient manner.

The senior dispatcher on duty maintains current personnel call-in rosters. During emergency conditions, and work without adequate warning lead time, the procedures for equally distributing overtime for those qualified to perform the function may be suspended and replaced with calling in qualified personnel on the basis of first available and residing closest to the Emergency Reporting Center.

The access to the EOC is restricted by means of a Mechanical lock.

Communications capabilities are guarded against lightning by using standard grounding techniques.

Antennas damaged by wind and blast can be repaired and the capability exists to transmit from various sites.

Three incoming lines are available for public use should the emergency telephone lines become overloaded. The telephone numbers for the three lines will be announced to the public through the media when conditions so warrant. The responsibility to assure the availability of these lines for public use when needed rests with the chain of command of the EOC.

Essential communications equipment in the Emergency Reporting Center has emergency generator back up power on-site.

The senior dispatcher on duty develops and maintains the resource inventory within the center.

The maintenance of equipment on the resource inventory is done on an as-needed basis or in accordance with preventive maintenance procedures.

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NOTE: Kent and Sussex Counties' Division of Emergency Management and Operations will use all communications systems that are available to ensure a coordinated response to disasters. Notification of disasters affecting the Counties will probably come through to their County Emergency Dispatch Center. The County Director of Public Safety or a designated assistant will need to be notified by the Emergency Dispatch Center of disasters affecting their County. During duty hours and on workdays, disaster notification should be directed to the appropriate Director of Public Safety. After duty hours and on weekends and holidays, the Division of Emergency Management or Operations should be alerted via telephone or personal tone alert system.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

Attachment A - Message Form

DATE: _____ TIME : _____

REPORTING PERSON'S

NAME: _____

CALL BACK TELEPHONE

NUMBER: _____

TYPE OF INCIDENT: _____

LOCATION WITH GOOD DIRECTIONS: _____

INCIDENT NUMBER: _____ TIME: _____

EMERGENCY

NON-EMERGENCY

Forward to _____

Operations: Time: _____

Actions Taken: _____

BY: _____

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ESF #3 – Public Works and Engineering

Primary Agencies: City of Milford and Counties’ Engineering, Wastewater, and Facilities Management

Supporting Agencies: Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Corresponding DEOP Functional Annex(es):

IN1 – Public Works Group

IN2 – Building and Codes Group

Authorities: The provisions of the Delaware Code Annotated, Title 20, Chapter 31, “Civil Defense: as amended, Title 7, Chapter 57, “Disaster Relief and Assistance” and the Federal Defense Civil Preparedness Guides, Part G, Chapter 5, Appendices 1 through 21. 9.2

Delaware Code Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled “An Act Changing the Name of the Town of Milford to ‘The City of Milford’ and Establishing a Charter Therefore

References: 1. The Delaware Relief and Recovery Plan. 2. The Federal Civil Preparedness Guide, Part A through H.

Please see Kent County EOP, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021

and SEOP and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update

City Milford Contact – 302-422-8081

Note: To ensure that this ESF is properly maintained, it should be:

- Reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees

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City of Milford’s Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Ensure all emergency staff/personnel participate in post-disaster critiques and drills, as necessary and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

The City Public Works Department's mission during emergencies is to provide support to all City emergency services and assist with City emergency capabilities as needed and as appropriate. The Department is also responsible to maintain electric, water and sewer service capabilities for the City.

Scope

This Annex applies to all City departments having a primary or support responsibility to ensuring the access to, safety of, and good repair of water and sewer networks, and resources for use by residents and visitors evacuating the City, responders and officials working in the Counties, and recovery efforts after the hazard or disaster event.

II. Situation and Assumptions

Situation

1. The Public Works Department's headquarters is located at Vickers Drive. The Department contains the following Divisions:
 - a. Electric Department - oversees the Cities Electric Distribution System, makes repairs as necessary
 - b. Street and Solid Waste - Oversees the maintenance operation of all City owned streets and the removal of debris.
 - c. Water Department - Oversees the maintenance and operation of Potable water distribution system and the City's waste water removal system.
 - d. Meter Department - Oversees the maintenance and reading of City Electric and water meters.
 - e. Engineering - responsible for civil engineering of City Utilities and facilities.

Assumptions

1. Any emergency may require existing public works or other related organization staff to work extended hours and to be augmented by outside personnel.

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2. Each organization with public works (water/wastewater, etc.) responsibilities should maintain equipment sufficient to handle its emergency responsibilities. If equipment is needed, or if a special type of equipment is needed, it should be obtained from mutual aid agencies or outside vendors/private contractors using emergency purchasing procedures.
3. If mutual aid agencies, outside vendors, private contractors, etc. are needed; it is assumed that they will be available to respond to the situation.
4. Flood control and mitigation is handled by the State Department of Natural Resources and Environmental Control.
5. City Public Works could provide scheduling of its employees in order to maintain staffing for 24-hour operations of the Department, if necessary.

III. Concept of Operations

General

1. During emergencies affecting the City, the Public Department will provide support to all City services and agencies, as needed and as appropriate.
2. As directed, a representative from Public Works will report to the EOC.
3. Communications with the Department will be:
 - a. Radio and telephone communications.
 - b. Key personnel may be contacted via Department personal Cellular Telephone.

Mitigation

1. Improve/enforce sewer and water codes.
2. Ensure compliance with codes and regulations.
3. Train personnel in emergency procedures.
4. Participate in hazard analysis and identify vulnerabilities in public works.
5. Initiate mutual aid agreements with neighboring jurisdictions.
6. Ensure strict adherence to regulation for issuing licenses and permits.
7. Establish public education programs to assist citizens in applying individual mitigation measures.
8. Identify private contractors that could be hired to assist the Department in executing its responsibilities.

Preparedness

1. Develop and maintain personnel, equipment, and supply deployment plans.

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2. Maintain systems, supplies, and equipment in operational readiness.
3. Train personnel in emergency procedures.
4. Establish arrangements for hiring private contractors.
5. Participate in emergency training drills.
6. Maintain updated emergency personnel call-in lists.

Response

1. Maintain communications capability with Department's EOC representative.
2. Coordinate task assignments and personnel relief.
3. Call in additional personnel.
4. Employ private contractors, as necessary.
5. Cancel non-essential Department events, activities, and projects (ongoing construction, public hearings, design projects, etc.) in order to concentrate efforts toward the emergency.
7. Other possible response capabilities/duties:
 - a. Inform the public or inform the Public Information Officer concerning emergency situation/precautions the public needs to know related to sewer and water and electric utilities.
 - b. The Department's radio equipped vehicles could possibly be used to provide communications between shelters and the EOC, if telephone communications are interrupted.

Recovery

1. Remove debris related to sewer and water systems. Assist with debris removal as appropriate.
2. Assess damages to City electric, sewer and water systems. Assist, as appropriate, other City agencies assess damages to property and equipment.
3. Public Works Department personnel may be utilized as members on joint federal/state/local Preliminary Damage Assessment (PDA) teams.
4. Repair equipment, City property and operational systems.
5. Participate, as appropriate, in post-disaster critiques.
6. Make appropriate recommendations for changes to the Milford EOP.

V. Organization and Assignment of Responsibilities

Introduction: The City of Milford's responsibilities include:

- Develop an emergency public works plan for their jurisdiction.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Coordinate emergency public works activities. Ensure that all of the component organizations that provide public works services are prepared to work together.
- Train personnel in emergency procedures.
- Develop mutual aid agreements.
- Coordinate with other municipal, County, State, and private organizations who provide similar Public Works Services.
- Identify local private contractors who can provide back-up support.
- Develop resource lists.
- Review and update emergency public works plans.
- Provide documented expenses, written reports, after-action critiques, etc. to the EOC, upon request.
- Participate in tests, drills, and critiques; make recommendations to the Kent and Sussex Counties' Division of Emergency Management and Operations concerning changes or updates to this ESF.

All tasks identified in the Concept of Operations will be the responsibility of the Public Works Director except as listed in the remainder of the section.

1. The Public Works Director or designee will report to the EOC as the Department representative.
2. All Public Works Department Heads will be responsible for training their personnel in emergency procedures.
3. The Department's administrative section will maintain updated emergency personnel call-in lists.
4. All public works staff, as necessary/appropriate, will be responsible for the following:
 - a. Maintain communications with the Department representative at the EOC.
 - b. Participate in emergency drills and post-disaster critiques.

VI. Direction and Control

The Public Works Director will be responsible for:

1. Coordinating the emergency activities for the Department.
2. Setting resource priorities.
3. Suspending services and redirecting resources.
4. Authorizing emergency purchases.
5. Exercising operational control of the Department's work force.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

VII. Continuity of Government

The line of succession for the Public Works Director is as follows:

1. Public Works Director.
2. Public Works Operations Supervisor.
3. Electric Department Superintendent.
 - The primary facility for conducting emergency related public works operations is Department headquarters, 801 Vickers Drive, Milford DE
 - Operation of all utility systems and treatment plants must be maintained during emergencies.

VIII. Administration and Logistics

The Public Works Director will be responsible for:

1. Assuring that the Department's administrative activities are executed in an orderly and efficient manner.
2. Developing and maintaining agreements with private contractors as well as with other non-department resource providers.
3. The Administrative Assistant will be responsible for the following:
 - a. Maintaining call-in rosters.
 - b. Calling in employees from rosters.
 - c. Maintaining Department records relating to the emergency

Attachment A. - Drinking Water Contamination

Purpose

This Attachment is developed to define the concept of operations and the duties and responsibilities of the ESF annexes specific to drinking water contamination, to more efficiently and effectively reduce damage and address public health and safety issues affecting the residents of, and visitors to, City of Milford. All drinking water responsibilities belong to State Division of Public Health, Drinking Water Division, DNREC.

A1. Situation and Assumptions

Situation

Waterborne diseases affect millions of people in the United States every year. Water is used not only for drinking, but also for preparing and cooking, personal hygiene, and

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bathing. Not all of the population has access to clean, safe drinking water sources year-round. There are serious health problems associated with impure or unsafe drinking water. Some of the major waterborne diseases include:

Waterborne Diseases	
Taneaia solium taeniasis	Typhoid
E. coli diarrhea	Poliomyelitis
Amoebiasis	Ascariasis
Campylobacter enteritis	Yellow fever
Rotavirus diarrhea	Strongyloidiasis
Salmonellosis	Clonorchiasis
Dracunculiasis	Malaria
Onchocerciasis	Filariasis
Trypanosomiasis	Dengue
Cholera	Giardiasis
Louse-borne relapsing fever	Schistosomiasis
Paratyphoid •	Infectious skin diseases
Shigellosis	Tricchuuryasis
Louse-borne typhus	Infectious eye diseases

Assumptions

1. During disaster situations, if water mains are broken, clean potable water may be in short supply.
2. The City of Milford, towns, and counties may be asked to boil, filter and ration available water supplies.
3. Citizens may be asked to perform water conservation measures.
4. National Guard water "buffaloes" or mobile potable water tanks may be dispatched.
5. The source of water problems or contamination will be identified.
6. DEMA will coordinate with other State agencies to make "clean" water available to the public.
7. Pure clean bottled water will be available.

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A2. Concept of Operations

1. During drinking water emergencies, coordination will be accomplished by responsible appropriate agencies to discuss and, if possible, remedy or rectify the situation.
2. The primary responsible agencies will include as a minimum, the DEMA, the Division of Public Health (DPH), the DHSS, the Department of Natural Resources and Environmental Control (DNREC), Fire Service, Police, and the local emergency management agency. The result of this coordination will be to provide citizens with safe, clean drinkable water. This coordination can be in a face to-face meeting or by a telephone bridge call.
3. Technical analysis of water will be provided in-state by DHSS, DPH and/or DNREC laboratories.
4. Long term environmental ramifications will be the responsibility of DNREC.
5. Long term health considerations are the responsibility of DPH.

A3. Continuity of Government

1. The Governor is in control throughout the event and may elect to delegate authority to coordinate State resources to the Director of DEMA through the Department of Safety and Homeland Security Cabinet Secretary.
2. Government will function as normal during a drinking water contamination event. If necessary, bottled water will be distributed to affected offices, when appropriate.
3. If activated, the City of Milford will coordinate with the SusCom and KENTCOM. The EOC will coordinate county and municipal resources for preparedness, response, and recovery operations. Recommended actions will be directed through the ESFs to the responsible responding agencies.
4. Support agencies will ensure 24-hour staffing availability, as required. ESF representatives responding to the EOC shall be knowledgeable of their resources and shall have the authority to coordinate the release of these resources.

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ESF #4– Firefighting and Rescue

Primary Agencies: Carlisle Fire Company, City of Milford Police Department, Delaware State Fire School

Supporting Agencies: Kent County Director of Public Safety and the Director of Sussex County Emergency Operations, 911 Communications, and Local/Volunteer Departments

Corresponding DEOP Functional Annex(es): Fire and Rescue Group

ESF Lead: Fire Chief

Authorities: Delaware Code annotated, Title 20, Chapter 31, Civil Defense, Title Seven, Chapter 57, Disaster Relief and Assistance, and the Federal Civil Defense Preparedness Guide, Part G, Chapter five, appendices 1 through 21.

This ESF is also issued in accordance with, and under the provisions of the Delaware Code Annotated, Title 16, Chapter 67, with authority of the fire departments and Fire Police within the State.

Delaware Code Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled “An Act Changing the Name of the Town of Milford to ‘The City of Milford’ and Establishing a Charter Therefore.”

Please see Kent County Emergency Operations Plan, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and SEOP and Annex A- Mitigation, Annex B- Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

City Milford Contact – 302-422-8081

To ensure that this ESF is properly maintained, it should be:

- Reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques and drills, as necessary and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose

To provide an organizational framework for effectively utilizing firefighting and rescue capabilities within the City to address natural and technological disasters. Also, to provide the fire and rescue companies in Kent and Sussex Counties coordination options for securing outside services, resources, and assistance when a disaster affects the City of Milford.

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City of Milford’s Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

II. Situations and Assumptions

Situations

1. Fire fighting forces used in the City, are strong, well equipped, well managed, and well supported.
2. The State Fire School (DSFS) and the State Fire Marshal's Office are located in Kent County. The Delaware State Fire School develops and conducts fire-training programs to fulfill the training standards established by the State Fire Prevention Commission in accordance with nationally accepted practices.
3. Milford is serviced by The Carlisle Volunteer Fire Company. It has fire suppression, rescue services, water rescue capability and provides basic life emergency medical service.
4. The fire company operates independently but has mutual aid arrangements with neighboring fire companies.
5. The Delaware Fire Marshal enforces laws and ordinances pertaining to fire prevention, arson, investigation, suppression, installation, detection, and maintenance of fire control and extinguishing equipment.
6. The Delaware State Fire School develops and conducts fire-training programs to fulfill the training standards established by the State Fire Prevention Commission.

Note: The State Fire Prevention Commission is charged with the protection of life and property from fire for the people of Delaware and to oversee the operation of the Delaware State Fire Marshal's Office and the Delaware State Fire School.

Assumptions

1. The Fire Company will be able to recruit members in sufficient numbers to sustain necessary services.
2. A sufficient number of emergency personnel will respond to the alarm to handle the situation.
3. Emergency equipment will be in proper operating condition.
4. Other fire companies will be available to assist the responding volunteer fire companies.
5. The SERT team will be available during a Hazardous Materials (HAZMAT) incident to supplement the volunteer fire resources at the request of the Fire Officer-in-Charge.
6. Funding will be available to provide training, and to purchase firefighting, communications, and dispatching equipment.
7. Legislative support will always be available.

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8. Necessary backup resources will be available.
9. Mutual aid agreements will be honored.

NOTE: The Delaware Code, Title 16, Chapter 67, provides a District Fire Chief, and any other elected or appointed fire line officer, or any member serving in the capacity of Fire OIC while responding to, operating at, or returning from a fire, service call, or other emergency, shall have the authority to control and direct the activities at the fire/rescue scene. Mutual aid fire companies and support agencies report to the District Fire OIC and work under their authority. However, the resources of the mutual aid fire companies and support agencies remain under the control of their respective Commanders.

III. Concept of Operations

General

1. Upon notification of a disaster situation involving an actual or potential need of the fire service, the 911 Emergency Communications Center (SusCom and Kent Center), Fire Board Section, will dispatch the appropriate fire district's preplanned equipment response hierarchy, including equipment and personnel of mutual aid fire companies.

Note: The Sussex County EOC maintains and provides an efficient 24-hour, 7-day-a-week computer-aided 911 Emergency Reporting Center for receiving requests from the public for Emergency Response Services and for the Dispatching of Police, Fire and/or Emergency Medical Paramedic Services. The Delaware State Police SusCom section dispatches for Delaware State Police units and all municipal police units in Sussex County except Seaford and Rehoboth Beach. The Fire and Ambulance Call Board section dispatches all Fire Companies and EMS detachments in Sussex County except Seaford and Rehoboth Beach.

2. The Delaware Code, Title 16, Chapter 67, provides the District Chief, and any other elected or appointed fire line officer, or any member serving the capacity of fire-officer-in-charge while responding to, operating at, or returning from a fire, service call or other emergency shall have the authority of controlling and directing activities at the scene. Mutual aid fire companies and support agencies report to the district fire-officer-in-charge and work under his authority. However, the resources of the mutual aid fire companies and support agencies remain under the control of their respective commanders.
3. The advanced life support personnel function under the authority of the fire-officer-in-charge in establishing emergency medical services and triage operations. The Triage Officer/medical Control is responsible for administering medical care to the injured and tending to the deceased.

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4. Under unusual situations, the district fire-officer-in-charge may request a mutual aid fire company to assume direction and control of the activities at the scene. In addition, if the disaster involves hazardous materials, the district fire-officer-in-charge may request the State Emergency Response Team (SERT) to assume direction and control of the scene operations.
5. Provided that the effects of a disaster warrant the activation of the Counties' Emergency Operations (SEOC and KEOC) the Fire Chiefs from each fire district impacted by the disaster will report to the EOC, if requested, to coordinate their operations among the districts. Until the disaster conditions warrant and time permits the activation of the EOC, emergency fire and rescue functions will be performed from the 911 ECC (SusCom and KENTCENTER).
6. For emergency operations involving radioactive release from nuclear power plants (Calvert Cliffs, etc.), the response of the fire service will conform with the Radiological Emergency Response Plan.

NOTE: The Delaware State Fire Marshal's Office enforces all laws and ordinances pertaining to fire prevention; storage and use of any explosive, combustible or other dangerous article; up space installation and maintenance of equipment intended for fire control, detection and extinguishing; and arson suppression. The Fire Marshal is also charged with inspecting places of public assembly concerning fire exits and safety standards, and with investigating the origin of the circumstances surrounding any fire or explosion.

Serious HAZMAT incidents are to be handled by the State Emergency Response Team (SERT) at the discretion of the Fire OIC. The SERT is made up from DSP, the DNREC, the Delaware Fire School, the DHSS, and DEMA. When the SERT is asked to respond for these events, the State of Delaware Oil and Hazardous Substance Incident Contingency Plan will be used. See ESF#10 Hazardous Materials for additional information.

Phases of Emergency Management

Note: The chain of command of each Fire Company ensures that the activities and responsibilities of the Fire Company are executed in an orderly and efficient manner.

- a. The Fire Chief or Fire OIC of each district is responsible for requesting additional response personnel and mutual aid assistance.
- b. The Fire Chief of each district has the responsibility to develop and maintain mutual aid agreements. The Fire Chief of each district will ensure that the company's communications capabilities are maintained.
- c. The Fire Chief of each district ensures that a resource inventory for the company is developed and maintained and scheduled inspections and testing are completed.
- d. The Fire OIC of each involved Fire Company will ensure that expenses incurred in a disaster are documented and provided to the Kent or Sussex County Division of Emergency Management upon request.

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Mitigation - Prevention

1. Review and comment on Fire Code and Safety Legislation in cooperation with the State Fire Marshal.
2. Develop and conduct Fire Safety Training and Prevention Programs.
3. Conduct pre-response and pre-planning inspections of buildings, structures, and other places as defined in Chapter 67, Title 16 of the Delaware Code.

Preparedness

1. Develop pre-response plans to include a design of the buildings, structures, and other places as previously defined; the location of stored chemicals and flammables, the identification of building construction materials and a tour of same.
2. Establish response hierarchies for equipment and mutual aid assistance.
3. Establish minimum response requirements for various fire and rescue classifications, box alarms, and special districts.
4. Establish mutual aid agreements.
5. Recruit members and maintain membership list
6. Train Personnel.
7. Test, inspect, and maintain equipment to ensure operational readiness.
8. Participate in emergency training drills.

Response

1. Establish a field command post (CP) and staging area(s).
2. Send a fire district representative to the City or Counties' EOC, if requested.
3. Maintain contact between field command and EOC representative.
4. Direct task assignments and personnel relief in performing fire, rescue, fire police, and emergency medical efforts; alerting, warning, evacuating, and, if necessary, radiological monitoring activities.
5. Coordinate task assignments given to support agencies.
6. Request additional personnel and resources, as appropriate.
7. Assess safety of damaged area(s)/structure(s) for public/private use.
8. Notify proper authorities to inspect damaged area(s)/structure(s) for public/private use, as appropriate.
9. Prepare and forward fire reports to the State Fire Marshal's office.

Recovery

1. Perform decontamination functions.
2. Inspect and repair equipment.
3. Participate in post-disaster critiques.
4. Make appropriate recommendations for changes to the Fire and Rescue Emergency Plan.

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IV. Organization and Assignment of Responsibilities

Fire Chief

1. In conjunction with appropriate staff, reviews Fire Code and Fire Safety Legislation, develops and conducts Fire Safety/Prevention Programs, undertakes on-site Fire Inspections, develops:
2. Pre-response Plans, establishes Mutual Aid Agreements, and participates in Post Disaster Critiques.
3. Establishes minimum response requirements and response hierarchies for equipment and mutual aid assistance.
4. Ensures that equipment is tested, inspected, and maintained in operational readiness.
5. Ensures that personnel receive appropriate training.
6. Establishes a field command post (CP) and staging area(s), as necessary.
7. Ensures that the District has competent representation at the EOC, if requested.
8. Maintains communication with Field Commanders and EOC representative.
9. Directs and controls the activities at the scene and ensure that personnel are relieved as necessary.
10. Informs the 911 Emergency Communications Center (KENT CENTER and SusCom), Fire Board, to secure additional personnel and resources, as necessary.
11. Ensures that the proper authorities are notified to inspect damaged areas/structures/facilities that he has assessed to be unsafe for public/private use.
12. Forwards fire reports to the State Fire Marshal's Office.
13. Recommends changes to the Fire and Ambulance Annex to the Director of Emergency Preparedness for the City of Milford.

Fire Company President

1. In conjunction with appropriate staff, undertakes recruitment activities and maintains membership records.
2. Ensures financial stability of the Fire Company.

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V. Direction and Control

The Chief of Police has overall responsibility for coordinating emergency activities at the EOC.

The Fire Chief has the responsibility for setting priorities when resources are limited and for authorizing emergency purchases.

Fire Chiefs are responsible for suspending services and redirecting resources within their respective districts.

Within their respective Fire Districts, Fire Chiefs are responsible for controlling and directing the activities at the scene.

Fire Chiefs from the Districts impacted by a disaster will be responsible for coordinating their Fire and Rescue Operations among the other districts.

The Chain of Command of each Fire District is responsible for exercising control of its own work force.

VI. Continuity of Government

The line of succession of the Carlisle Fire Company generally is as follows:

1. Chief
2. Deputy Chief
3. First Assistant Chief

The Fire Company Headquarters is Located at N.W. Front Street near Line Stone Lane.

The computer dispatch records are stored on tape and retained on-site at the 911 Emergency Communications Center (Kent Center and SusCom). Copies of the Fire Reports and any supporting documents are maintained by the District Fire Marshal's Office. The storage of all records is to comply with the State of Delaware's Record Retention Schedule.

VII. Administration and Logistics

The Chain of Command of each Fire Company ensures that the administrative activities and responsibilities of the Fire Company are executed in an orderly efficient manner.

The Fire Chief is responsible for requesting additional response personnel and Mutual Aid Assistance.

The Fire Chief has the responsibility to develop Mutual Aid Agreements and authorize the use of Private Contractors.

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The Fire Chief will ensure that the Company's communications capabilities are maintained.

The Fire Chief ensures that a resource inventory for the Company is developed and maintained through scheduled inspections and testing.

Carlisle Fire is dispatched through Kent County only, not the City.

Attachment A – Residential/Urban Fire Safety Tips

1. Comply with current Building and Fire codes. Limit all sources of open flame in industrial and residential settings. Remove all sources of ignition. Install sprinklers, they save lives.
2. Keep proper fire extinguishers handy. Know how and when to use them. Do not pour water on grease fires. Check with the local Fire Company to get an extinguisher with the proper rating. Keep blankets, water, and buckets of sand or dirt around to aid in quick fire suppression.
3. Teach children the danger of playing with matches.
4. Install and regularly check your fire, smoke, and carbon dioxide detectors. Ensure your alarm systems work and have fresh batteries. Also, know how and when to turn on a manual fire alarm.
5. Limit overloading on individual electrical outlets at home and at work.
6. Learn and teach children and seniors "How to STOP! DROP! and ROLL!" Get them out first. Pre-identify a safe meeting place away from the home or office to find out who is missing. Review and practice evacuation procedures in your home and office.
7. Keep access ways clear, so fire, paramedic and police vehicles can easily and quickly reach your area. If possible, send someone out to meet them when they arrive. Quickly guide them to the fire location. Immediately alert the Incident Commander of missing persons.
8. Be knowledgeable of the closest water source (hydrant, pond, etc.).
9. During engagement, stay clear of all firefighting operations. Obey the commands of all on scene Fire Police and other Fire Officers. If able and necessary, assist in crowd control, traffic control and render assistance, as directed.
10. Stay clear of all fire scenes after the fire has been extinguished. Arson or other agents may be suspected. Walking through a fire scene, unless absolutely necessary, may destroy valuable evidence. Help the Arson Investigator, Medical Examiner and Fire Marshall's Office by staying clear of area.
11. Have your local Fire Company check all industrial and residential electrical systems for safety hazards (pre-planning for the Fire Company). Ensure

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electrical service is in compliance with local electrical codes. Have a professional licensed electrician inspect electrical repairs.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

ESF #5– Planning and Information

Primary Agencies: City of Milford Police Department, Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Supporting Agencies: Kent and Sussex Counties' GIS and The American Red Cross

Corresponding DEOP Functional Annex(es):

PL0 – Planning and Intelligence Section

PL1 – Situation Status and Analysis Group

PL2 - Intelligence Group

PL4 – Operational Planning Unit

ESF Lead: City and Counties' Police Chief or Director of Public Safety

Authorities:

Delaware Code, Title 18, Title 20; Chapter 31. 9.2

Delaware Code, Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled "An Act Changing the Name of the Town of Milford to 'The City of Milford' and Establishing a Charter Therefore."

References: DEOP (2017)

Please see Kent County EOP, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and SEOP and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update

City of Milford Contact – 302-422-8081

To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

I. Purpose

This Annex is developed to coordinate overall information and planning in the EOC in support of response operations. It includes the collection, processing, dissemination, and management of information about potential and actual disaster situations. It also includes procedures and responsibilities for information sharing and planning with State authorities, in support of the DEMA in a declared emergency or a disaster.

This ESF Annex also provides a framework for the City to provide timely, accurate, and easily understood information and instructions to the public before, during, and after an emergency. This Annex also identifies lines of communication into and out of the City EOC to various City departments, County agencies and DEMA that are responsible for disseminating information before, during and after an emergency.

II. Situations and Assumptions

Situation

1. A significant natural or person caused disaster, emergency condition, or other incident may occur, within the State of Delaware, with little or no warning. An event could be of such magnitude that the means of dispersing public information in the disaster area could be severely affected or cease to function. Outside of the disaster area, the demand for planning and information will be overwhelming.

Assumptions

1. Emergencies occur with little or no warning. Therefore, the public should be made aware of potential hazards and protective actions before an emergency occurs.
2. The event may require the State of Delaware EOC to be activated to coordinate with other ESF agencies the response and recovery operations. State response assistance may be supplemented by federal response assistance.
3. The response by the City of Milford will be the best available source of vital information regarding the assessment of damage and initial unmet needs.
4. Outside assistance (personnel & equipment) from other States may be available via the Emergency Management Assistance Compact (EMAC).
5. There will be an immediate and continuous demand for information upon which decisions will be made to conduct response and recovery operations. However, there will be delays in establishing full information processing capabilities. A strong community relations program will be needed to facilitate the flow of information and provide a method to disseminate community response and recovery actions. Additional assistance may be needed from the State EOC.

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6. Deployed ESF 5 staff may be required to operate without support for up to 72 hours. Deployed ESF staff may include representatives from the City and/or all County response agencies. Establishing adequate work/rest cycles is essential.
7. The demand for public information inside a disaster area may exceed the capabilities of local and/or county jurisdictions. Additional assistance may be needed from the DEOC.
8. A team of technical subject matter “experts” will be assembled in the DEMA Technical Assistance Center (TAC), as required. The DEMA TAC will advise and inform the DEMA Director and will advise and inform DEMA Operations. This information may be useful to the City and County EOC and decision makers.
9. Extensive destruction of media communication facilities and loss of electrical power may severely disrupt the normal flow and dispersal of information in the disaster area. It is possible that local and regional radio and television stations may not have the capability to broadcast. Community relations personnel will be needed to disseminate vital information.
10. In the aftermath of a disaster, information can often be erroneous, vague, difficult to confirm, and contradictory, causing confusion.
11. Public Information and Community Relations staff deployed to a disaster area may need to be self-sufficient. It is imperative that the staff maintains constant communications with the DEOC at all times.

NOTE: This ESF encourages federal, state, county, and local officials, and other community leaders, to form a partnership and act as a team, united to deliver assistance services.

The City of Milford seeks to provide a community-based presence to ensure that individuals, families, businesses, community organizations, and local governments in disaster-affected communities are aware of the full range of disaster assistance programs available. This includes services provided by federal, state, volunteer, and other disaster- specific providers.

III. Concept of Operations

The City of Milford seeks to support community leaders who have the responsibility of directing the return of their community to normal and ensure that all stakeholders work in partnership to accomplish the goals of disaster management.

This ESF helps foster positive relationships with government, community, and organization-based leaders, assess critical and other emergency needs, explore solutions, set realistic expectations, work cooperatively to resolve problems, establish confidence in emergency management and disaster relief processes, and build a positive image of people helping people.

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City of Milford’s Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

Work closely with the FEMA and DEMA officials and program leaders to: address community and individual concerns, coordinate community meetings, consider casework referrals, and bring field issues to satisfactory closure.

IV. Assignment of Responsibility

The Information Annex will be led by the City's Chief of Police or designee, and closely coordinated with the Counties' Emergency Management and Operations Departments, with support from their GIS Office, American Red Cross, and local police and fire agencies. Support agencies will provide assistance to the Primary Agency and provide additional resources for Planning and information gathering and Situational Awareness activities. Support agencies will also provide supplemental staff to feed information and updates to the appropriate EOC. All ESF agencies will track the use of their resources for both internal budgeting and potential FEMA reimbursement in the event of a declared emergency.

Public Information Officer

Upon notification of disaster duty, the PIO will:

- Verify information before release, when the source is not a readily recognized authority.
- Coordinate information releases to avoid contradictory statements, and ensure releases are approved by the PIO before release.
- Assist, within reasonable efforts, news media in their assignments.
- Utilize the Emergency Alerting System (EAS) to disseminate emergency public information in accordance with State and local plans.
- Provide due recognition to volunteer and private organizations in releases and briefings.
- Have a credible, knowledgeable spokesperson report to the DEMA and/or JIC, if necessary.
- Coordinate with the DEMA PIO, as necessary.
- Issue local statements, as required.
- Assist rumor control, if possible.

V. Administration and Logistics

- Verify information before release, when the source is not a readily recognized authority.
- News/information releases will be coordinated to avoid contradictory statements, and must be approved by the DEMA PIO before release.
- Reasonable efforts will be made to assist news media in their assignments.
- The EAS will be used to disseminate emergency public information in accordance with State and local plans.
- Volunteer and private organizations will be given due recognition in releases and briefings.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- This annex will be reviewed and updated annually by DEMA PIO and other support agency PIOs. Additionally, this annex may be reviewed and updated after emergencies and exercises.

Note: If the emergency or disaster is fairly large-scale, and the City along with the Counties' EOCs are opened, and/or the KEOP and SEOP are activated, the evacuation will be coordinated first from the City EOC. If the aforementioned conditions are not present, the on-scene authority (fire or police OIC) will lead operations.

The City Manager, or designee, has the overall responsibility of setting emergency operational priorities when resources are limited and authorizing emergency purchases (according to established procedures) to address the priorities. The Chief of Police or designee has overall responsibility for ensuring that there are emergency purchasing procedures.

Department Directors are responsible for suspending non-essential services within their respective departments, and redirecting resources to support essential services in emergency response and operations activities. Directors are responsible for coordinating emergency activities within their respective departments and to represent their departments at the City's EOC (if requested to report). Department Directors also have the responsibility for setting departmental priorities when resources are limited and for implementing departmental emergency procedures (according to authorized procedures). Each responding department is tasked to develop lines of authority at least three levels deep to ensure 24-hour response/ representation capability.

Attachment A – Community Relations

Purpose

Create an atmosphere wherein federal, state, and local officials, and other community leaders, are encouraged to form a partnership and act as a team, united to deliver assistance services.

Provide a community-based presence to ensure that individuals, families, businesses, community organizations, and local governments in disaster-affected communities are aware of the full range of disaster assistance programs available. This includes services provided by federal, state, volunteer, and other disaster-specific providers.

Provide a physical presence in communities, of stable personnel, to support community leaders who have the responsibility of directing the return of their community to normal and ensure that all stakeholders work in partnership to accomplish the goals of disaster management.

Foster positive relationships with government, community, and organization-based leaders, assess critical and other emergency needs, explore solutions, set realistic expectations, work cooperatively to resolve problems, establish confidence in emergency management and disaster relief processes, and build a positive image of people helping people.

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Work closely with DEMA and State Disaster Field Office officials and program leaders to address community and individual concerns, as well as coordinate community meetings, casework referrals, and to bring field issues to satisfactory closure.

A1. Situations and Assumptions

Situations

1. A significant natural or person-caused disaster, emergency condition, or other incident may occur, within the State of Delaware, with little or no warning. An event could be of such magnitude that the means of dispersing public information in the disaster area could be severely affected or cease to function. Outside of the disaster area, the demand for information will be overwhelming.

Assumptions

1. Emergencies occur with little or no warning. Therefore, the public should be made aware of potential hazards and protective actions before an emergency occurs.
2. The demand for public information during a disaster may exceed the capabilities of State, local and/or county jurisdictions. A strong community relations program will be needed to facilitate the flow of information and provide a method to disseminate community response and recovery actions. Additional assistance may be needed from DEMA.
3. Extensive destruction of media communication facilities and loss of electrical power may severely disrupt the normal flow and dispersal of information in the disaster area. It is possible that local and regional radio and television stations may not have the capability to broadcast. Community relations personnel will be needed to disseminate vital information.
4. In the aftermath of a disaster, information can often be erroneous, vague, difficult to confirm, and contradictory, causing confusion.
5. Community Relations staff deployed to a disaster area may need to be self-sufficient. It is imperative that the staff maintain constant communications with SEOC at all times.

A2. Organization and Assignment of Responsibilities

Public Information Officer

Upon notification of disaster duty, the Milford Police PIO will:

1. Have a credible, knowledgeable spokesperson report to the Counties' EOCs and/or JIC, if necessary.
2. Coordinate with DPS PIO, as necessary.

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3. Coordinate local statements with the DEMA PIO, Kent DPS PIO and/or the DSP PIO, as required.
4. Assist rumor control, if possible.

Attachment B – Emergency Operations Resources Checklist

The EOC has the following resource requirements in order to carry out its missions in a variety of field locations:

- Hand radios and backup batteries
- Wi-Fi, Jet Pack, or other means of internet connectivity
- Laptops, computers, and printers, with ample supply of printer ink, paper, and storage devices (flash drive, thumb drive, external hard drive, etc.)
- Wall charts/display boards with marking supplies
- National, regional, state, and local maps/overlays
- Notepads, pens, and highlighters
- Whiteboards/chalkboards with appropriate markers or chalk
- Portable, battery-powered AM/FM radios, flashlights and batteries, and wall clocks
- Portable televisions
- General administrative supplies
- First aid kits

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

ESF #6 – Mass Care, Evacuation and Temporary Housing

Primary Agencies: City of Milford Police Department, Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Supporting Agencies: DelDOT, DSP, EMS, City and County Police and Fire Departments, City and County Facilities Management and Inspections/Enforcement

Corresponding DEOP Functional Annex(es):

TF1- Evacuation Task Force

HS1 – Shelter and Operations Group

HS2- Mass Feeding Operations Group

HS3 – Public Health and Medical Group

ESF Leads: City and Counties' Police Chief or Director of Public Safety and Emergency Operations

Authorities:

The Delaware Code Annotated, Title 20, chapter 31, "Civil Defense", as amended, Title 7, Chapter 57, "Disaster Relief and Assistance", and the Federal Defense Civil Preparedness Guides, Part G, Chapter 5, Appendices 1 through 21.

This ESF does not supplant existing plans or existing authorities, which have been developed for response incidents under the American Red Cross statutory authorities other than the Robert T. Stafford Act.

Support agencies that have their own authorities and funding to respond to disaster situations will respond initially under those statutory authorities, which will take precedence over the authorities provided under the Robert T. Stafford Act.

American Red Cross Legal Authorities

The American Red Cross (ARC) as chartered by Congress in 1905, has responsibilities related to meeting human needs created by a disaster. These policies include "a program of both emergency mass care and assistance to individuals with urgent and verified disaster caused needs."

- Title 36, section 2 of the United States Code, January 5, 1905
- Title 36, Section 1 of the United States Code Annotated; May 8, 1947
- U.S. Attorney General ruling; November 26, 1951.
- Public law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act: 1974.
- Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act as amended: November 23, 1988. Delaware Code, Title 18, Title 20; Chapter 31. 9.2

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Delaware Code, Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled “An Act Changing the Name of the Town of Milford to ‘The City of Milford’ and Establishing a Charter Therefore.”

References:

Delaware Emergency Operations Plan (2017)

Please see Kent County EOP, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and SEOP and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

City of Milford Contact – 302-422-8081

To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

Mass Care, Evacuation and Temporary Housing

I. Purpose

This Annex is developed to provide the means to conduct a calm and orderly evacuation of City residents, or any portion thereof, provide for their general safety, ensure protection of their property, and provide temporary shelter, as necessary. The City or the appropriate County will provide for the sheltering and other basic human needs of the displaced population within all or part of the City due to a pending or occurring natural or technological disaster. To establish procedures and define responsibilities for activities involved with the emergency provision of temporary shelters to include special needs sheltering, emergency mass feeding, bulk distribution of coordinated relief supplies for victims of disasters, and disaster welfare information. In some instances, services also may be provided to disaster workers.

Sheltering operations are facilitated by the ARC which is a national organization that prevents and alleviates human suffering in the face of emergencies by mobilizing resources through the power of volunteers and the generosity of donors.

II. Situation and Assumptions

Situation

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City of Milford’s Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

This Annex applies to all City departments identified as having a primary or support responsibility to ensuring the access to, safety of, and good repair of evacuation, mass care, and sheltering facilities and resources, for use by residents and visitors evacuating the County, responders and officials working in the County, and recovery efforts after the hazard or disaster event.

Sudden catastrophic disasters such as transportation accidents, airplane crashes, flash floods, tornadoes, fires, or technological events may necessitate immediate identifiable mass care to evacuees, victims and emergency workers involved in the disaster and its aftermath. Shelters and feeding sites may need to be set up quickly, with no advanced notice. Potential hazards which could require an evacuation effort in the City include hurricanes, nuclear power plant incidents, floods, hazardous materials releases, nuclear attack, etc.

Slow developing catastrophic disasters such as hurricanes and slow-rising floods provide warning and evacuation times, but may cause extended displacement and damage to the infrastructure. Shelters may be needed statewide to accommodate evacuees, and in some cases may be set up in neighboring states. Damage from catastrophic disasters may cause extended displacement, the needs of which may extend into the recovery phase.

The ARC is an instrument of the United States Government, with a Congressional Charter, under which it is charged to carry on a system of relief in time of peace and apply the same in mitigating the suffering caused by pestilence, famine, fire, floods, and other great national calamities. Regardless of the extent of the disaster, it is the responsibility of the American Red Cross to help meet the human needs that the disaster has caused. These needs include food, clothing, shelter, emergency first aid, counseling, disaster welfare inquiry, and a range of other basic elements for comfort and survival of other great national calamities.

The ARC will assume responsibility to see that basic human needs outlined in the purpose statement are provided for in any type of natural or technological disaster that causes the evacuation of people from their normal residence.

Special transportation will be provided through the State Emergency Operations Center via mutual aid agreements with the DeIDOT Committee, Delaware Authority for Regional Transportation (DART), National Defense Transportation Association and the State Department of Education. City of Milford's private and volunteer transportation vendors will be used, as necessary.

Assumptions

The City recognizes the following assumptions regarding evacuation and sheltering during a hazard or disaster event:

1. Adequate staffing will be available to staff emergency shelters 24 hours a day.
2. Supplies of food and water will be available to fulfill emergency sheltering needs.
3. Roadways would be open to affect a timely evacuation.

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4. Emergency warning and alerting systems will operate before, during, and after an emergency.
5. The Emergency Broadcast System (EBS) and media will be used to inform the public of the evacuation recommendation and necessary evacuation instructions regarding lodging, medical, food, transportation, and shelter services.
6. Informing the general public of the evacuation recommendation related to disaster areas which impact relatively small areas of the City or County will require the use of mobile sirens/bullhorns, door-to-door contact, and frequent media public announcements.
7. The fire and police departments will utilize notification systems, mobile sirens/bullhorns, door-to-door contacts, etc. as a means of informing the special populations in their jurisdictions of evacuation recommendations.
8. A portion of the population will evacuate their homes before the recommendation to evacuate is issued. They will use their own means of transportation and will find their own shelter with relatives and friends.
9. People will understand the order to evacuate and most will cooperate; however, some will refuse to leave their homes.
10. Designated essential agencies, organizations, and groups will continue to function before, during, and after emergency conditions.
11. Private contractors will be available and hired to supplement emergency staffing, equipment, and material shortfalls.
12. A significant influx of disaster workers will strain the resources of the impacted area(s).
13. Mobile feeding operations may not be possible in major operations.

III. Concept of Operations

General

Provided that the anticipated effects of a disaster warrant, and/or the elapsed time between becoming aware of and experiencing the impact of the disaster permits, the activation of the City and Counties' EOCs, evacuation of the public will be coordinated from these EOCs. Prior to any orders being issued to allow for or cause the evacuation of any citizens, the following areas of concern must be taken into consideration:

Ensure that an adequate number of shelters are open, properly equipped, and staffed, in order to receive evacuees.

- Ensure that routes to be used for evacuation purposes are be capable of handling the additional movement and must be secure from further hazard.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Ensure transportation is provided for those who are unable to provide their own transportation. The State EOC can arrange for special transportation through the DeIDOT, DART, and the State Department of Education.
- Provide patrol to establish security for the evacuated area. If there are not enough personnel in the County to accomplish this, organize the use of the National Guard as security patrols through the State EOC.
- Ensure that rest areas, comfort stations, fuel stations, tow trucks, etc. are staffed and available, in case problems arise.
- Provide necessary arrangements for essential services in establishments which are not being evacuated. For example, if it is determined that it is more dangerous to evacuate a nursing home than to allow the residents to stay, any needs that the nursing home may have to ride out the situation should be anticipated and provided prior to the onset of the disaster.

Please note that the responsibility for sheltering citizens as a result of a disaster causing evacuation in Sussex or Kent counties is the responsibility of their respective governments.

- The Counties generally rely upon the Delaware Chapter of the ARC to operate necessary shelters during natural or non-war caused technological disasters.
- If the need arises, other public or non-profit organizations in the State can be called upon to assist in shelter operations. These may include the Salvation Army, churches, schools, and local service organizations.
- There is a 24-hour statewide telephone number 302-656-6620 to contact the ARC disaster leader in Sussex County.
- Coordination between ARC headquarters, 10 N. Bedford St., Georgetown, De 19947 and an ARC representative at the State Emergency Operations Center will be by telephone. Coordination between the Shelters and the local EOC will be by telephone or two-way radio.

Mitigation

1. Locate areas vulnerable to the different disaster risks which could potentially require evacuation.
2. Determine the areas and institutions in the City that have special needs in the event of an evacuation.
3. Conduct Community Education Programs to inform the public about possible disasters and their potential effects.
4. Conduct classes for business/private groups and the general public. (Cardiopulmonary Resuscitation, Swimming and Life Saving, etc.).
5. Distribute disaster preparedness literature published by FEMA.
6. Train personnel in emergency procedures.

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7. Participate in hazard analysis and identify vulnerabilities to evacuation routes and shelter facilities.
8. Initiate mutual aid agreements with neighboring jurisdictions.
9. Identify local private contractors who can provide support to the City during emergencies. Acquaint them with emergency plans and procedures.
10. Review and update emergency plans.
11. Participate in tests, drills and exercises which improve response during disasters.

Preparedness

1. Review the EOP Mass Care-Evacuation ESF and ensure that the information is up-to-date and ready to be utilized. These are primarily schools (public and private) and churches. Prepare detailed plans and SOPs for shelter operations.
 - a. Primary and alternate contact to get building opened.
 - b. Survey information including:
 - Construction.
 - Inside/Outside space.
 - Food preparation/serving facilities.
 - Sanitation facilities.
 - Utilities.
 - Communications.
 - Availability and Accessibility.
 - c. Maintain supplies in Shelter Manager Kits stored at shelters and American Red Cross headquarters. These kits include registration and medical forms, office supplies, and other items needed for shelter management. Maintain first aid kits for shelters.

Train agencies who will provide services at the shelters, including:

- State Public Health Nurses.
- State Economic Services.
- State Dept. for Services to Children, Youth and Their Families.
- Other agencies and organizations.

Recruit and train American Red Cross volunteers to staff the various positions within the shelters. Courses include:

- Introduction and orientation seminars.
- Damage Assessment.
- Mass Feeding.
- Shelter Management.
- Emergency Assistance to Families.
- First Aid and CPR.

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- d. Participate in disaster drills and exercises.
 - e. Maintain updated emergency personnel call-in lists.
 - f. Negotiate agreements with local suppliers for the provision of food and other supplies needed for shelter operations.
 - g. On the National level, negotiate and develop memorandums of understanding with various organizations to provide coordination and support services in times of disaster.
2. Identify the special needs groups and institutions requiring assistance (for example, Amish, Mennonite, senior citizens, handicapped, prison inmates, etc.) who may be impacted by the disaster.
 3. Determine methods to provide these populations with needed assistance by contacting agencies, such as the State EOC to arrange for DART buses, etc.
 4. Plan adequate routes for the evacuation, taking into consideration road capacities, tourist traffic, roadway/bridge construction work, hazard vulnerability, and road conditions.
 5. Arrange for fuel distributors, local tow companies/repair services, comfort facilities, rest areas, etc. to be set up.
 6. Establish a telephone number at the City and Counties' EOCs to be used for citizens to call with special needs or if they need transportation. This will help prevent the Emergency Dispatch Center from being overloaded with nonemergency calls and will help the EOC to better determine and arrange for resources needed.
 7. Provide guidance for special facilities (schools, hospitals, nursing homes, Dover Air Force Base, etc.) to develop their own evacuation plans and anticipate any special needs.
 8. Review departmental SOPs. All City department heads notified will review their respective standard operating procedures in support of this Annex and prepare individual areas of responsibility.
 9. Conduct departmental check of equipment/facilities. All City department heads notified will check operational capability and prepare emergency equipment and facilities within their jurisdiction.
 10. Review SOPs and agreements with volunteer organizations including the ARC, Civil Air Patrol, City and County Amateur Radio Club, etc.

Response

1. The City Manager or designee will receive notification from either County or DEMA that there is a disaster or potential disaster that warrants or may warrant an evacuation or displacement.

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- a. Evaluate the impact of the disaster upon the City to determine the need, timing, and degree of evacuation.
 - b. Open EOC, if disaster conditions warrant.
 - c. Establish and mark evacuation routes and coordinate traffic control with appropriate agencies.
 - d. Ensure that towing, fuel, comfort stations, rest areas, etc. are set up and staffed.
2. Make arrangements with private or volunteer transportation groups or with the State EOC for DART, National Guard, or others who may be needed to assist with the evacuation of special populations or with the provision of security.
3. Coordinate City shelter openings with the ARC as well as City departments
 - a. Consult with Kent Emergency Management and/or Sussex County Director of Emergency Operations to determine which shelters in what areas should be opened, for the particular emergency situation.
 - b. Notify the appropriate people to open those buildings to be used as shelters.
 - c. Assign shelter manager and mobilize and assign ARC volunteers to specific shelters and specific duties. Shelter Manager Kits are picked up at ARC headquarters.
 - d. Place ARC shelter signs identifying the shelters.
 - e. Notify the City and Counties' EOC's as to which shelters are open so the County can advise media to inform the public through EAS etc. ARC may also issue their own media releases.
 - f. Set up and test communications between shelters and the American Red Cross' EOC, and between ARC EOC and Counties' EOC. Communications will consist of both telephone and radio.
 - g. Open additional shelters as necessary.
 - h. Make arrangements for food and supplies for the shelters.
4. Shelter staff volunteers are dispatched to purchase food and supplies, as needed, according to prior agreements with the providers.
5. Food and supplies are purchased using ARC funds. Under prior arrangements the food stocked in school cafeterias may also be used.
6. The Delaware ARC has a Statement of Understanding with the Delaware State Department of Administrative Services, Division of Purchasing, for the use of USDA donated food during disasters. In the event of an emergency resulting in a Declaration of Disaster by the Governor, USDA food will be available for mass

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emergency feeding through ARC. This food is stored at the Governor Bacon Health Center, Delaware City; Diamond Cold Storage, Wilmington; Airport Industrial Park, New Castle; and Quality Kitchens, Wyoming. In addition, government food is located at 137 schools and 44 institutions throughout the State. Transportation of food from these warehouses will be provided by the Division of Purchasing, State Department of Transportation, or Delaware National Guard.

7. First Aid and medical supplies are provided in all Shelter Manager Kits. Additional supplies may be purchased from First State Ambulance, Rt 13 at Tybouts Corner and transported to Sussex County.
8. Advise ARC Eastern Operations Headquarters in Alexandria, VA of the situation. Keep them updated and alerted to any possible need for assistance from other chapters.
9. Register evacuees into shelters.
10. Contact the State Office of Animal Welfare and the Society for the Prevention of Cruelty to Animals (SPCA) to make arrangements for the care of evacuees' pets and other animals. The Animal Welfare Office and the SPCA will come to the shelters and provide needed care.
11. Contact and advise the State DHSS and area churches concerning any difficulties in communicating with non-English speaking evacuees.
12. Gather information on disaster victims for the Disaster Welfare Inquiry (DWI) service to families and relatives. Information gathered at the shelter is wired or phoned to the ARC office in the relative's family member's town.
13. Provide crisis counseling through agreements with the State Department of Health and Social Services and Department for Services to Children Youth and Their Families. These agencies include the Mobile Crisis Unit.
 - i. Recommend evacuation in coordination with other affected governments and departments.
 - j. Evacuate special populations who require assistance.
 - k. Activate the EBS and/or inform the media of: the area to be evacuated in county-wide disasters; when to leave; what to take; what routes to take; which shelters are open; etc.
 - l. Keep the public informed of the evacuation status.
 - m. Publish the telephone number at the City and Counties' EOCs which has been established for people to call if they have questions, special needs, etc.
 - n. Compile and maintain a listing of DOCUMENTED expenses including:

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- Equipment used and duration of use;
- Expenses incurred during use of personnel or equipment;
- Injuries to personnel and/or damages to equipment;
- Other documented expenses, per discussion with the City EOC.

Recovery

1. Send appropriate City departments into the affected area, after the threat has passed, to determine the feasibility of returning persons to the evacuated areas.
2. Conduct fire and police department checks for the general safety of the area.
3. Conduct inspections and condemn damaged buildings by the City Inspection and Enforcement staff.
4. Check utility inspections for and repair dangers such as downed live electric wires, etc.
5. Conduct safety inspections of roads, traffic control signals, bridges etc. by the appropriate government entity (DeIDOT, county and municipal roads boards).
6. Arrange for the provision of essential resources before allowing re-entry into the area. For example, if there will be no running water for a substantial period of time, the City and County can arrange through the State for the provision of “water buffaloes”, etc.
7. Arrange for an early return of persons necessary to staff vital services (i.e., fire and police stations, etc.) and operations to assist in return to normal.
8. Close shelters in coordination with the County Director of Emergency Operations. Evacuees are told to contact the ARC office for additional needs that arise as a result of the disaster.
9. Close shelters in coordination with the City Manager and the appropriate County. Evacuees are directed to contact the ARC office for additional needs that arise as a result of the disaster.
10. If a large number of evacuees' residences are not habitable, shelters can be reopened. When there are only a small number of residences not habitable, the ARC casework staff will work with these individuals on their best course of action. When no other options are available, placing individuals in motels may be advised. The ARC team at the scene will determine if the number of evacuees not able to return to their residences is sufficiently large to keep open or reopen mass care shelters.
11. ARC Vouchers may be provided for one complete change of clothing for evacuees whose clothing was destroyed.
12. Residences Not Habitable
 - a. Where there has been no Presidential Declaration of Emergency and the victim has no insurance, the ARC can arrange for repairs and household accessories necessary to bring the home to a habitable condition.
 - b. When a Presidential Declaration has been made, victims can go to Federal Disaster Assistance Centers (DAC) and apply for Individual Family Grants (IFG). The U. S. Department of Housing and Urban

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Development (HUD) will be responsible for long term temporary housing, usually renting motels and houses with government vouchers.

13. Damage Assessment
 - a. The ARC is required to do a preliminary telephone and windshield survey of the disaster immediately after the onset of the disaster.
 - b. The American Red Cross volunteers will complete a detailed assessment within 72 hours of completing the preliminary assessment, for all dwelling within the affected areas. These assessments are to determine habitability only, no dollar estimate of damages is made. These survey reports proceed through the following channels:
 - ARC Service Centers
 - District Headquarters.
 - Governor - requests through ARC representative.
 - Job Headquarters.
14. Referral will be made to other agencies for assistance not available through the ARC.
15. Clean and return shelters to pre-disaster condition.
16. Restock supplies in Shelter Manager Kits.
17. Allow for a return of residents to their homes and further reduce security in evacuated areas as soon as it is safe and practical.
18. Ensure proper traffic control during the return to normal operation.
19. Provide public information to the agencies providing disaster relief and assistance, if necessary, to those affected by the disaster.
20. Further reduce disaster manpower needs and allocation of resources in order to return to normal operations.
21. Submit expense statements and/or reports to appropriate departments and agencies for reimbursement.
22. All key players should participate in post-disaster critiques. City and Counties' Division of Emergency Management and Operations and other agencies with key evacuation responsibilities should propose the appropriate changes to City of Milford's and Kent and Sussex Counties' Mass Care-Evacuation ESF following this critique.

IV. Organization and Assignment of Responsibilities

Organization

For disasters which impact relatively small areas of the City, the on-scene authority (Fire or Police OIC) will issue evacuation notifications as necessary, coordinating these activities through the emergency dispatch center. In state-wide emergency operations, for example, nuclear power plant incidents or State Emergency Response Team incidents, the City and the Counties function in a support role to the State. Evacuation responsibilities would then rest with the State.

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Assignment of Responsibilities

The responsibility for sheltering citizens as result of a disaster causing evacuation in the City rests with the City government. However, the City seldom operates shelter facilities directly. Therefore, the City relies upon the Delaware Chapter of the ARC to operate necessary shelters during natural or technological disaster. AARC positions and responsibilities include:

a. American Red Cross Executive Director

- Receive notification from government of a disaster or potential disaster.
- Activates ARC EOC.
- Suspends non-essential services and redirects resources.
- Assures ARC administrative activities are executed orderly and efficiently.
- May oversee maintenance of call-in rosters.
- Assigns staff person to Kent or Sussex County EOC to represent ARC.

b. American Red Cross Director of Emergency Services

- Coordinates overall emergency operations and activities.
- Receives notification from government of a disaster or potential disaster.
- Activates ARC EOC, (in absence of the Executive Director).
- Assigns staff persons to County EOC to represent ARC, (in absence of Executive Director).
- Consult and coordinate with Sussex County Director of Emergency Operations concerning shelter openings and closings.
- Set up and test communications at ARC EOC.
- Coordinate with State Division of Purchasing for the provision of USDA donated food for mass feeding.
- Advise ARC Eastern Operations Headquarters as to emergency situation and possible need for assistance from other ARC chapters.
- Advise State that crisis counseling may be needed.
- In consultation with management, may determine priorities of limited resources.
- Assures ARC administrative activities are executed orderly and efficiently.
- Determine the need to continue mass care or provide temporary housing, as a result of the number of evacuees unable to return to their residences due to non-habitability of dwelling.
- Maintain records.
- Maintain communications capabilities.
- Recommend changes to this ESF.
- Develop and maintain this ESF.

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- Prepare plans and SOPs.
- Conduct community education programs and classes for business, private groups and the general public.
- Train agency personnel, who will provide shelter services.
- Work with ARC National Headquarters in negotiation and development of agreements with various support service organizations.
- Maintain call-in lists.
- Distribute FEMA Publications.

c. American Red Cross Chairman of Emergency Services

- May coordinate overall emergency operations and activities.
- See that ARC representative is assigned to County EOC when appropriate.
- Exercises operational control of ARC work force.
- May determine resource priorities.
- Recommend changes to this ESF.

d. American Red Cross Volunteer Coordinator of Disaster Services

- Recruit and train ARC volunteers to staff various shelter positions.
- Maintain emergency personnel call-in lists.
- Alert all volunteers and help determine their assignments.
- Works with non-ARC volunteers.
- Mobilize and assign ARC volunteers to specific shelters and duties.

e. American Red Cross Administrator of Social Services

- Gather information on disaster victims for DWI service to families and relatives.
- In conjunction with Director of Emergency Services, determine need for ARC service centers and assigns caseworkers.
- Arrange for home repairs and household accessories necessary to bring residences to habitable condition.
- Sees that Crisis Counseling is available as needed.
- Arranges for interpreters when necessary for non-English speaking evacuees.
- Controls issuance of ARC vouchers for casework assistance.

f. American Red Cross Mass Care Officer

- Survey and maintain lists of buildings to be used as shelters.
- Coordinate with Director of Emergency Operations, negotiation of agreements with local suppliers for food and other supplies and see they are made available when necessary.
- In coordination with Director of Emergency Services, Prepare plans and SOPs.

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- Develop and maintain ARC resource inventory and is responsible for donation management.
- Coordinate with Director of Emergency Services and State Division of Purchasing for the provision of USDA donated food for mass feeding.
- May determine resource priorities, in coordination with Director of Emergency Services.
- Authorized to make emergency purchases.
- See that shelters are returned to pre-disaster condition.

g. American Red Cross Damage Assessment Supervisor

- Coordinate Damage Assessment surveys to determine habitability of residential units.
- Assigns volunteers to complete surveys.
- Reports findings to job director for distribution as stated in section E.5.b of this ESF.

h. American Red Cross Supply Officer

- Maintain supplies in ARC Shelter Manager Kits.
- Maintain first aid kits for shelters.
- Negotiate agreements with local suppliers for food and other supplies and see they are made available when necessary.
- May determine resource priorities.
- Develop and maintain ARC resource inventory and assist with Donation Management.
- Authorized to make emergency purchases.

i. American Red Cross Shelter Managers

- Arrange for the placement of ARC shelter signs to identify shelters.
- Set up and test communications between ARC EOC and shelters.
- Responsible that all necessary supplies (cots, blankets, etc.) are provided in shelter.
- Oversees registration of evacuees into shelters.
- Oversees the feeding of evacuees.
- Arrange for care for animals, beyond the shelter areas.
- Closes shelters upon consultation with Director of Emergency Services.
- May determine resource priorities.
- Authorized to make emergency purchases.

j. American Red Cross Disaster Instructor

- Conduct community education programs and classes for business, private groups and the general public.
- Distribute FEMA publications.

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- Train agency personnel, who will provide shelter services.

k. American Red Cross Emergency Assistance Interviewer/Casework Supervisor

- Interviews clients and issues vouchers to evacuees for emergency purchases of clothing etc.
- With supervisory approval, arranges for home repairs and household accessories necessary to bring residence to habitable condition.

l. Other American Red Cross Staff and Volunteers as appropriate

- Participate in disaster drills and exercises.
- Register evacuees into shelters.
- Issue vouchers to evacuees for emergency purchases.
- Participate in post-disaster critiques.

The following is a list of American Red Cross positions with certain amounts of authority and responsibility during an emergency shelter operation.

- Executive Director.
- Chapter Chair-person.
- Director of Emergency Services.
- Chair-person of Emergency Services.
- Coordinator of Disaster Services.
- Mass Care Officer.
- Supply Officer.
- Shelter Manager.

V. Direction and Control

In the event of large-scale emergencies, the City, Kent and Sussex Counties' EOCs will be opened, and the evacuation will be coordinated from the EOC. If the conditions are not present, the on-scene authority (fire or police OIC) will conduct the evacuation. For a state-wide emergency or disaster, such as a nuclear power plant incident or a SERT incident, the State will take the lead with regard to evacuation and protective action requests. During these types of emergencies, the City and County functions in a support role to the State.

Under Delaware law, the government cannot force the population to evacuate.

Each City department is requested to develop and maintain mutual aid agreements and lists of contractors who may be needed to supplement supplies and capabilities in times of disaster. Each department ensures that resource inventory for the City is developed and maintained and that equipment is kept in a state of readiness, through scheduled inspections and testing.

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Each department with responsibilities after the disaster, submits a listing of DOCUMENTED expenses if requested. These reports will be used to evaluate the response to keep track of any resources, which have been used in the process.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

ESF #7. Logistics and Resource Management

Primary Agencies: City of Milford Police Department, Kent County Director of Public Safety and the Director of Sussex County Emergency Operations, Finance and Human Resources

Supporting Agencies: City and County Police and Fire Departments, City and County Facilities Management and Inspections/Enforcement, Economic Development and the American Red Cross

Corresponding DEOP Functional Annex(es):

- LG0 – Logistics Section RM0 – Resource Management Branch
- IN7 – Financial/Economic Systems Group
- PL6 – Resource Tracking Unit
- PL7 – Demobilization Unit
- PL8 – Technical Assistance Unit
- FA0 – Finance and Administration Section
- FA1 – Contracting and Acquisition Unit
- FA2 – Human Resources Unit
- FA3 – Financial Management Unit
- FA4 – Claims and Compensation Unit
- FA5 – Training Unit
- FA6 – Administrative Services Unit

ESF Leads: City Police Chief and the Counties' Directors of Public Safety and Emergency Operations

ESF DEVELOPMENT AND MAINTENANCE

- A. The City Manager or designee is responsible for development, review, update, and maintenance of the City Resource Management ESF and Inventory.
- B. The entire Resource Inventory should be reviewed annually.
- C. The contact person and telephone numbers in the Resource Inventory should be reviewed and printed out, and updated quarterly.

Authorities:

This document is issued in accordance with, and under the provisions of the Delaware Code Annotated, Title 20., Chapter 31, "Civil Defense", as amended, Title 7, Chapter 57, "Disaster Relief and Assistance", and the Federal Defense Civil Preparedness Guides, Part G, Chapter 5, Appendices 1 through 21.

References:

Delaware Emergency Operations Plan
Delaware Relief and Recovery Plan.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

Federal Civil Preparedness Guide, Part A. through H
Delaware Code, Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled “An Act Changing the Name of the Town of Milford to ‘The City of Milford’ and Establishing a Charter Therefore.

Please see Kent County Emergency Operations Plan, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and SEOP and Annex A- Mitigation, Annex B- Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

Delaware Emergency Operations Plan (2017)

City of Milford Contact – 302-422-8081

To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

This Annex is developed to provide for timely and effective use of essential information and resources, from a variety of sources, in order to manage a disaster situation in the City. This Annex also provides for development and maintenance of a comprehensive resources inventory and an organizational framework for effectively utilizing financial management capabilities of the City government in the event of emergencies and disasters.

Additionally, this ESF provides a framework to expedite the delivery of unsolicited and solicited donated goods, services, and qualified volunteers to support the County and the State’s disaster recovery efforts. The goals of this are two-fold: first, to coordinate volunteer response/recovery efforts; and second, to assure the expeditious response/recovery and delivery of donated goods to an impacted disaster area.

Volunteers and Donations Management Staff will be composed of entities with major roles in coordination of volunteer personnel and supply efforts. The scope of activities of ESF 7 include, but are not limited to:

- Maintaining a toll-free donations and volunteers telephone number and representative (when activated) at the Kent County Disaster Recovery Center (DRC) or at the SEOC.

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City of Milford’s Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Maintaining contact with volunteer non-governmental agency liaison(s).
- Assessing and prioritizing overlooked affected area needs with ESF 7, Logistics and Resource St.
- Deploying additional donated resources and volunteer personnel to meet identified unmet specific needs.
- Coordinating and communicating all requests with the DEMA Operations at the State EOC.

Scope

This Annex applies to all City departments having a primary or support responsibility to ensuring the access to, safety of, and good repair of all inventories, vehicles, supplies, and resources for use by residents and visitors in the City, responders and officials working in the City, for any recovery efforts after the hazard or disaster event.

II. Situation and Assumptions

The City of Milford is subject to the hazards found in the EOP's Annex 2.0 Hazard Specific Annexes. Each one of these situations, pose a unique set of circumstances for City personnel and require a unique set of resources. During these emergencies, a combination of public and private resources may be needed to respond to and support the requirements of the emergency. This may necessitate the immediate/speedy activation and implementation of an outside organized charitable group such as the Red Cross.

Situation

1. The three hazards that pose significant threats to the City, are Hurricane, Coastal Flooding and severe Winter Storm. Also, the threat of Cyber Attack, and Terrorism is in addition to the other specific hazards. Please see the Hazard Specific Annex 2.0.

The Hazard Specific Annex closely aligns with the DEOP. Specific ESFs in the City of Milford EOP make reference to the DEOP, particularly where certain activities are controlled at the County or State level, where the City performs a supporting role. Therefore, it is also aligned with the Kent and Sussex Counties' EOPs

2. The City Government consists of 8 elected Councilmen, a Mayor and an appointed City Manager. The City will rely on outside resources in case of a natural or person caused event that is completely beyond its capability.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

The City of Milford supplements certain capabilities and resources. It relies on state, counties and other organizations to provide them if they are needed. These resources include, but are not limited to:

Supplemented Resources	
Public Health assistance	County police services
Social Services	County public works services
Environmental protection and control expertise	Shelter operation resources
Highway, bridges, and dam expertise	HAZMAT capabilities (SERT)
Aerial capabilities	Communications backup
Transportation	

The following is a list of institutions that may be called upon to provide resources:

Resource Organizations	
Dover Air Force Base	Local colleges/universities
National Guard	Coast Guard
Civil Air Patrol	City and County Amateur Radio Club(s)
Utilities	Volunteer groups - Red Cross, Team Rubicon, Mennonite Disaster Services, etc.

There are others, which may be called upon on a case-by- case basis. When using State resources, all requests and action should go through DEMA.

Assumptions

1. Emergencies can occur at any time or in any situation to result in a "worst case" scenario. Resource inventory information must consider all facets of an emergency.
2. The City will rely upon public agencies and private contractors to provide or supplement existing services/resources.
3. In widespread disasters, there will be enough resources to go around to all those who need them. When possible, resources will be obtained and exhausted by the City before assistance is requested.
4. City utilities (water and power) and other essential services (medical, pharmaceutical, etc.), will maintain emergency plans which include comprehensive inventories of the resources and alternate means of obtaining them and/or providing their services.
5. Once immediate emergency conditions (search & rescue, etc.) subside, individuals and relief organizations (profit & private non- profit organizations) from outside the disaster area may begin to collect materials and supplies to assist an impacted area. These organizations may send large quantities of unsolicited donated goods, personnel, and services to Delaware and the City of Milford.
6. Individuals and organizations may feel compelled to go to the disaster area to offer personal assistance.

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- 7 When these situations occur, the need for an organized response to meet, store, sort, secure, and move unsolicited donated goods and services will become imperative. In addition, those who are physically and mentally fit, and not affiliated with any organization, may wish to volunteer to perform basic necessary and manual emergency recovery tasks such as serving, typing, unloading, sandbagging, etc. which may further overwhelm City relief agencies.
- 8 Due to disaster conditions, City volunteer groups may experience a deficit in some, if not all, service areas. This sudden lack of local manpower could necessitate the need for County, State and specific federal response and recovery assistance.
- 9 This ESF is designed to be a compilation of necessary resources that the City may need to manage emergencies.
10. Resources can be considered in three classifications beyond those under direct control of the City:
 - a. Those available from a neighboring political jurisdiction.
 - b. Those that can be obtained from the private sector, including volunteers.
 - c. Those which can be requested from higher levels of government.
11. It is the responsibility of the City to be the "first line of response", to emergencies affecting the city. In large scale disasters, the City Government will have to request assistance from outside sources. Also, the City's EOC is expected to give aid and assistance to all disaster victims in its jurisdiction. The City coordinates and communicate all their disaster response and recovery actions to the next highest level of government by SITREPS.
12. The City will reimburse private sector assistance for all expenses, equipment damage and personal injury sustained during emergencies.
13. The City will assume liability for volunteer work under emergency conditions.

III. Concept of Operations

General

1. During normal operations it is the responsibility of each City department to develop and maintain a comprehensive resource inventory system to manage resource commitment, mobilization and deployment. When the City's EOC is activated, all resources from various City departments will be coordinated through the EOC, in order to manage the situation effectively and efficiently.
2. When the EOC is activated personnel from City departments will report as needed.
3. In the event of catastrophic emergency, exceeding City abilities, the City will immediately seek outside assistance from the County and State as well as neighboring jurisdictions.
4. When the EOC is activated a resource list can be accessed through the computer data base or from a file in the EOC administrative office.

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5. DEMA should be contacted to obtain any State provided resources, as necessary. DEMA will try to request outside assistance if they are unable to provide the resource requested. The City will work with the counties' "Resource Management Coordinator (RMC)" for Kent and Sussex Counties. The person may be designated to assist with procuring resources during the emergency. The resource management coordinator will also be utilized to manage any donated goods and to set up distribution centers (emergency clothing, food, etc. which may arrive in bulk).

Phases of Emergency Management

In order to properly formulate the operations of the City during an emergency event, responsibilities will be divided into four (4) categories of operational concern: 1) Normal Conditions and Mitigation; 2) Increased Readiness/Preparedness; 3) Response; and 4) Recovery. Operational duties during each phase are described below.

Normal Conditions and Mitigation

Pre-emergency planning will include identification of personnel, equipment, materials, and other resources available in time of emergency. This includes maintaining a computerized emergency information system of resources available throughout the City which will be reviewed annually.

1. Work with local, county, state, volunteer and private agencies, and organizations to identify resource capabilities within the City and train personnel in emergency procedures.
2. Draft resource provision memorandum of understanding(s) (MOUs) with local jurisdictions for procuring resources. This includes understanding what resources will be available from the State EOC.
3. Participate in hazard analysis and identify vulnerabilities to logistics and supply chains.
4. Initiate mutual aid agreements with neighboring jurisdictions.
5. Be certain that agencies in City Government are identified, in advance, designating responsibility for advance resources and resource management support.

Increased Readiness/Preparedness

1. Each City department or agency with resource responsibilities should designate an EOC representative who is capable of coordinating the deployment and acquisition of resources.
2. The EOC should identify resources available within the City. City departments and other organizations who respond to the EOC should notify the EOC of resources which are available.
3. The departments should review emergency purchasing procedures with possible providers of resources. They also should review procedures for the

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ability to request these resources on a 24-hour basis and be certain that the resources are in operable condition.

4. The City will revise mutual aid agreements and/or MOUs with local jurisdictions for procuring resources. Also, the City will maintain understandings with DEMA concerning the availability of State resources.

Response

1. The City EOC representative from each department or other organizations utilized in the response should report to the EOC upon request. Also, activate personnel responsible for resource management and suspend non-essential use of resources which may be needed for the emergency.
2. Establish with the Chief of Police and City Manager priority needs for resources.
3. EOC personnel will coordinate deployment and availability of resources with City agencies and other agencies to assure maximum use of resources. Also, the EOC staff will assist and coordinate with City, County, and State departments and any other organizations who are responding to the disaster with the procurement of additional resources or specialized items needed for disaster response. They will also implement emergency purchasing procedures, if necessary.
4. The EOC will track and record deployment of all resources for possible reimbursement and for post disaster lessons learned. These include:
 - a. Equipment used and duration of use.
 - b. Expenses incurred during the use of personnel or equipment.
 - c. Injuries to personnel and/or damages to equipment.
 - d. Other documented expenses, per discussion with Chief of Police or City Manager.

Recovery

1. Assess impact of emergency response upon inventory of available resources, and establish procedures to replenish supplies of expended resource. Also, continue to track the deployment of resources still being utilized and continue to assist the priorities of scarce resources.
2. Prepare cost estimates of providing resource, considering public, private, and volunteer sources.
3. Reassess priorities for limited resources and update the resource inventory to reflect the current status. This includes repairing and replace City resources as necessary.
4. Update City resource inventory to reflect current status.
5. Determine the cost of expense resources for appropriate reimbursement, when available. Also, develops lists of specific unmet needs to be sent to the appropriate County which will forward their specific request to DEMA Operations at the State EOC. DEMA Operations will forward these requests to the DEMA ESF 15 Coordinator. DEMA Operations may also forward this request to the FEMA Regional Operations Center (ROC) for additional immediate action.

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6. All key players should participate in post-disaster lessons learned discussions. City departments with key resource responsibilities should make the appropriate changes to their Emergency Plans following this critique.
7. Make recommendation for changes to ESF 7.

IV. Organization and Assignment of Responsibilities

General

1. During normal operations, it is the responsibility of each agency and department to develop and maintain a comprehensive resource inventory system to manage resource commitment, mobilization, and deployment. When the City's EOC is activated, all resources of various participating agencies and City departments should be coordinated through the EOC to ensure maximum effectiveness and efficiency during times of disaster. Use of NIMS and or DEMA Forms is highly recommended.
2. Each agency or department that responds to the EOC should bring a resource inventory that includes:
 - a. Available personnel.
 - b. Available equipment.
 - c. Automobiles with public address systems.
 - d. Available vans, buses, trucks, ambulances, and other transportation equipment.
 - e. Any other supplies or equipment that may be useful.
3. In the event a disaster exceeds the resource capability of the City, assistance will be sought from the emergency management agency of the next highest level of government (county, state, and federal) and neighboring jurisdictions.

Assignment of Responsibilities

1. Emergency Operations Center Director
 - a. Maintain and update the resources and contacts.
 - b. Identify organizations that may be able to supply needed resources; determine how to get these resources.
 - c. In conjunction with City Department Directors and other participating organizations, develop mutual aid agreements and memoranda of understanding with local jurisdictions, neighboring counties and the State concerning the use of their resources.
 - d. Acquire knowledge of emergency purchasing procedures. Ensure that these procedures are established before the disaster.
 - e. Assist City Departments and other participating organizations with procuring additional resources.

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- f. Coordinate resource management; help to establish priorities for resource distribution.
 - g. If appropriate, appoint a resource management coordinator, when necessary, to further coordinate resource tracking, acquisition, and distribution.
 - h. Request documented expenses, written reports, etc. from participating organizations, as required.
 - i. Conduct tests, drills, and critiques; make appropriate changes to the MEOP following recommendations from appropriate organizations.
2. Other City Department Directors.
- a. Ensure their respective departments develop, maintain, and update a resource inventory.
 - b. Develop MOU's with private contractors.
 - c. Acquire knowledge of the City's emergency purchasing procedures.
 - d. Ensure all departmental resources are maintained and in operable condition.
 - e. Determine the cost of utilized resources for appropriate reimbursement.
 - f. Participate in a critique of the emergency and identify shortfalls of resources that were ineffective or not available.
 - g. Update resource inventories to reflect current status.
3. State Government
- a. DEMA will provide assistance from available State and private resources. DEMA must be contacted FIRST to secure any assistance from the Federal Government such as the FEMA or any other State resource, such as the National Guard.
 - b. The State Departments, Divisions, Agencies, etc. may be made available to assist the City and County emergency response efforts, as requested and appropriate. State assistance will be especially required in those areas where the County is not equipped with specific agencies and personnel, such as DelDOT, State Police, Department of Health and Social Services, DNREC, etc. DEMA is tasked with providing a coordinated State response, therefore all requests for State assistance should be funneled through them.
 - c. State agencies should maintain current inventories of State resources, which could be made available upon request through DEMA.
4. Private Sector/Volunteer/Other Organizations

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- a. Provide an inventory of available resources to the City and Counties' EOCs, if requested.
- b. Send a representative to the EOC, if requested.
- c. Negotiate agreements with County officials, specifying conditions of their resource use, compensation for their resources, etc.
- d. Participate in tests and drills, which ensure that the organization is prepared to respond to disaster.

V. Direction and Control

Resource Management during all phases of emergency management is the overall responsibility of the City's Incident Commander, who with the input from appropriate City officials, will delegate primary responsibility for all resources needed in a disaster.

The City Manager or designee is responsible to track and record the deployment of all City resources.

VI. Continuity of Government

In the event that any department director is unable to perform their prescribed duties, line of succession will be in accordance with each departments line of succession. The Department Directors are responsible for coordinating emergency activities within their respective departments and to representing their departments at the EOC (if requested to report). Department Directors also have the responsibility for setting departmental priorities when resources are limited and for implementing departmental emergency procedures (according to authorized procedures).

Private and volunteer groups are responsible for their own personnel and resources during a disaster. For additional information see EOP Basic Plan.

VII. Administration and Logistics

When the EOC is activated, the distribution, reporting, and retention of all data will be through the EOC. It will be the primary point from which and through which all data to, from, and through City responding departments will be made.

An event log will be kept by those assigned to the EOC, recording the date, time, and status of all messages. Messages from the EOC will be action documents (orders) to operating departments for coordinated City Emergency Response. All incoming messages are to be treated with the utmost urgency and are to be followed to their conclusion. The messages are to be posted with date and time.

The message log will become a primary legal document and will be used for accounting and disbursement, and for future training. The Log will also be used to substantiate:

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Record, report preparation and retention.
- Communications needs and systems.
- Accounting and reimbursement procedures.
- Training requirements.
- Agreements of understanding with private organizations.
- Mutual aid agreements with neighboring jurisdictions.

Note: The EOC ensures that overall resource acquisition and distribution activities and responsibilities are executed in an orderly and efficient manner. The chain of command of each organization providing resources ensures that the activities and responsibilities of its organization are executed in an orderly and efficient manner. Each City department and agency with resource acquisition and distribution responsibilities is responsible for requesting additional resources, personnel, equipment, and mutual aid assistance, when necessary. Each City department and agency with resource acquisition and distribution responsibilities is tasked to develop and maintain mutual aid agreements and lists of contractors who may be needed to supplement supplies and capabilities in times of disaster.

Each City department and agency with resource responsibilities ensures that resource inventory for the department is developed and maintained and that equipment is kept in a state of readiness, through scheduled inspections and testing.

Each City department and agency with resource responsibilities, after the disaster, submits a listing of DOCUMENTED expenses, if requested. These reports will be used to evaluate the response to keep track of any resources, which have been used in the process.

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ESF #8. Health and Medical Services

Primary Agencies: City of Milford Police Department, Kent and Sussex Counties' Emergency Medical Services. Finance and Human Resources

Supporting Agencies: City and County Police and Fire Departments, Kent County Director of Public Safety and the Director of Sussex County Emergency Operations, 911 Communications

Corresponding DEOP Functional Annex(es):

ES4 Emergency Medical Services Group

ESF Leads: City and Counties' Police Chiefs or Director of Public Safety and the Counties' Director of Public Safety and Emergency Operations

ESF DEVELOPMENT AND MAINTENANCE

The City Manager and the Fire Company Fire Chief are responsible for developing and maintaining ESF #8, Health and Medical Services.

Authorities:

This ESF is issued in accordance with and under the provisions of the Delaware Code annotated, Title 20, Chapter 31, "Civil Defense", as amended, Title 7, Chapter 57, "Disaster Relief and Assistance", and the Federal Defense Civil Preparedness Guides, Part G, Chapter 5, Appendices 1 through 21. This ESF is also issued in accordance with and under the provisions of the Delaware Code Annotated, Title 16, Chapter 67, "Authority of the Fire Departments and Fire Police Within the State", as amended (see Appendix C to this ESF).

References:

The Federal Civil Preparedness Guide, Part A through H. 2.

Delaware Emergency Operations Plan

The Kent County Fire Chief's Overall Standard Operating Procedures.

Delaware Code, Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled "An Act Changing the Name of the Town of Milford to 'The City of Milford' and Establishing a Charter Therefore."

Please see Kent County EOP, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and SEOP and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

Delaware Emergency Operations Plan (2017)

City of Milford Contact – 302-422-8081

To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

Emergency Medical service in Milford will respond to medical emergencies through the Kent and Sussex Counties' 911 systems. The purpose of this ESF is to provide guidance for Milford life support services, to aid the medically needy, stabilize the patient and transport to the nearest medical facility.

This Annex is designed to facilitate the organization, mobilization, and operation of the health and medical resources within the City to effectively minimize the effects of an emergency or disaster. Although the City does not possess, provide, or maintain health services, the assumption is that most health-related needs associated with a disaster can be accommodated by local hospitals, doctors' offices, clinics, and/or current local State offices, organizations, and agencies. In the event the Kent or the Sussex County EOC are activated and various health assistance is required, the State of Delaware, through DEMA, will assist, if necessary, the Counties' emergency medical efforts (see ESF 8, Health and Medical Services Annex of the DEOP for detailed information).

Scope

This ESF Annex applies to all City departments identified as having a primary or support responsibility to ensuring the access to, safety of, and good repair of health and medical services and resources for use by residents and visitors evacuating the City, responders and officials working in the City of Milford, and recovery efforts after the hazard or disaster event.

II. Situations and Assumptions

Situation

1. Milford is vulnerable to natural and person caused hazards as listed in the Basic Plan under Situation and Assumptions.
2. The day-to-day emergency medical services for the city are provided by:
 - a. First responders, usually fire and police personnel.
 - b. Volunteer Basic Life Support (BLS) Ambulances from the Carlisle Fire Company.
 - c. Sussex County Emergency Medical Services (EMS) paramedics provide (Advanced Life Support/ALS). They are part of Sussex County government and are dispatched to the scene when required by protocol.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

The paramedic personnel practice medicine and also function under medical control. Paramedics are available to respond 24/7.

The State Police Aviation Section, Trooper Medic Program, has three helicopters and utilizes two at any given time for EMS purposes in the State. The helicopters are stationed at Summit Aviation and Georgetown Airport. It takes approximately 15 to 20 minutes to get to Dover. The helicopters can carry 2 patients, 1 medic and 1 pilot in one trip, depending on the weight of the patient. The Delaware State Police (DSP) is staffed 24 hours a day with One (1) pilot and one (1) paramedic.

Additionally, the Dover Air Force Base, located in central Kent County, is a possible source of assistance with regard to medical equipment, personnel, mortuary supplies, and services, etc. Requests for assistance are handled on a case-by-case basis, depending on the resources which are currently available for use on the base.

3. Medical facilities:
 - a. Beebe Medical Center, Lewes and Beebe Walk-In Care, Georgetown and Rehoboth.
 - b. Bayhealth Hospital, Sussex Campus, Bayhealth Walk-in Medical Care and Bayhealth Hospital, Kent Campus.
 - c. Nanticoke Memorial Hospital, Seaford.
 - d. University of Maryland Shore Medical Center at Easton
 - e. Peninsula Regional Medical Center, Salisbury, Maryland.
4. Hospital Triage Response Teams are available by request of the EMS Officer through Medical Control at the Hospital. Transportation of the Triage team can be coordinated with EMS, fire and law enforcement resources.
5. City morgue operations are coordinated by the Medical Examiner's Office. Kent and Sussex Counties do not have a Medical Examiner's Department. For this reason, day-to-day Medical Examiner responsibilities in the counties are handled by the Delaware Division of Forensic Science, Medical Examiners (ME) Unit. Any death from a non-natural cause is automatically the responsibility of the State Chief Medical Examiner's Office, who handles identification, autopsies, etc.
6. Emergency Medical Service providers in Delaware utilize the 800 MHz Radio System for all communication between the BLS, ALS and hospital emergency rooms. The Sussex County Emergency Dispatch Center is an integral part of the EMS System.
7. This ESF serves as a guide for the provision of Advanced Life Support (ALS) and Basic Life Support (BLS) emergency medical services in times of disaster.
8. The DEOP groups medical/health services provided by the State into two general areas:
 - a. Emergency medical care expansion of existing facilities such as: general and specialty hospitals; sanatoria; nursing and convalescent homes and non-hospital clinic; clinical laboratories; and County Health Units, as well as emergency first-aid stations to supplement triage sites.

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- b. State Division of Public Health Care services areas such as disease control; radiological, chemical and biological contamination; sanitation of water, waste disposal, shelters, eating places, and food and drug supplies; mortuary, counseling and psychological needs; and maintenance of vital statistics.

Assumptions

1. There will be trained ambulance staff available for 24-hour response capability.
2. Adequate emergency medical equipment may be available and in proper working condition. However, a disaster incident may threaten, damage, or destroy a health care facility. This may necessitate evacuation of patients or residents receiving care at their facility.
3. Initial response may occur within 8 minutes or the 911 center will alert the next closest ambulance company. Also, a major disaster resulting in many fatalities in a short period of time could render present mortuary facilities incapable of responding in the normal way.
4. Private, state, and federal agencies may have to augment the local health/medical systems if they become overloaded during disaster situations.

Note: Because there are not many hospitals and trauma centers in the City, Kent and Sussex Counties, local medical systems may not have the capabilities necessary to respond to the health and medical needs associated with mass casualties in a disaster situation.

In day-to-day operations, when necessary, patients whose injuries exceed the capabilities of the City and County hospitals are stabilized and then flown to hospitals in New Castle County or out-of-state.

III. Concept of Operations

General

Working under the authority of the City or County Fire OIC, the senior advanced life support personnel will assume control of the triage operations as the Triage Officer until, in successive order, the Paramedic Shift Supervisor, the Administrator of Paramedic Services, a physician from medical control or the Bayhealth Kent Hospital Triage Team arrives to assume control of the medical response.

The Triage Officer coordinates the care of the injured and deceased as well as requests additional resources through the Fire OIC of the scene, Emergency Dispatch Center, Bayhealth Kent Hospital, or the County EOC.

When the disaster situation demands medical and health services beyond the City of Milford's EMS capabilities, it will be necessary to request that the County EOC be opened and the KEOP, activated. The EOC will assist the EMS response by coordinating the provision of outside resources that are needed in the response.

When the disaster situation demands medical and health services beyond the City and Counties' EOCs capabilities, it will be necessary for a County EOC to request the mobilization of State resources of the Department of Health and Social Services through

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DEMA. It is up to the State to determine whether federal assistance will be required (National Disaster Medical System, etc.).

Phases of Emergency Management

Mitigation -- Everyday Operations

1. Mutual aid agreements exist between the agencies in Sussex and Kent County responsible for providing EMS in day-to-day operations.
2. Mutual aid agreements exist with the EMS providers in Kent, New Castle and Sussex Counties, Delaware (i.e. hospitals, BLS ambulance, paramedics, etc.).
3. Rosters of trained EMS personnel and inventories of available equipment are maintained by the various agencies responsible for EMS.
4. Protocols of EMS response procedures exist and are applied by the Emergency Dispatch Center when dispatching the appropriate EMS providers to a call.

Preparedness

1. Review and update mutual aid agreements.
2. Review, verify, and update personnel and equipment rosters; report concerns to the County Emergency Dispatch Center which forwards appropriate information to the City or County EOC, if it is activated.
3. Review and update plans and SOPs; maintain, as much as possible, an inventory of medical equipment and supplies necessary for a disaster response.
4. Participate in tests, drills, and exercises which test EMS response and back-up capabilities.
5. Train EMS providers in modern techniques to assure a state of readiness.

Response

1. Local EMS responding first to the incident will determine the number of casualties, request additional assistance, establish triage stations and transportation procedures and administer necessary medical care; working through the Fire OIC when applicable. Transport the injured and deceased to the appropriate medical/health facilities.
2. All other emergency response personnel on the scene, as appropriate, will assist the local EMS providers in the care of the injured until additional EMS personnel arrive at the scene.
3. Suspend all non-essential EMS activities, when appropriate.
4. Send an EMS representative to a County EOC, if necessary.
5. Request that a representative of the State Division of Public Health report to the County EOC, if necessary.
6. Call in additional EMS personnel, as needed.
7. Coordinate task assignments and relief personnel. Ensure 24-hour response capability when required.

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8. Determine requirements for additional resources.
9. Assist with coordinating a system of victim tracking and release of information with the Red Cross, Division of Public Health and Medical Examiner's office. In most cases, the Police will notify the next of kin.
10. Evacuate hospitals, nursing homes, and other medical care centers which may be impacted by the disaster.
11. In mass fatality situations, the State Office of the Medical Examiner will:
 - a. Activate and supervise temporary or permanent morgues.
 - b. Take charge of all bodies or parts of bodies and provide for disposition of the deceased.
 - c. Ensure that the dead are identified.
12. Specific tasks for DHSS (and, when appropriate, DNREC responses, when necessary, include:
 - a. Initiate epidemic control measures, i.e., quarantine and mass immunizations for example the COVID-19 Pandemic
 - b. Provide guidance and treatment for personnel exposed to hazardous chemical or radioactive contamination
 - c. Sample, test, and control food, water, milk and livestock feed, waste and refuse disposal, and provide vermin and vector control.
 - d. Identify disaster areas to which access should be restricted.
 - e. Keep accurate accounting records of the resources used for EMS response.

Recovery

1. Continue response and treatment activities.
2. Implement crisis counseling for disaster workers or victims as needed.
3. Red Cross, Public Health and the State Police will work in gathering/ disseminating information with regard to the disaster inquiry system. Continue with list of displaced, injured or dead and arrange for notification of the next-of kin.
4. Announce emergency standards and instructions pertaining to the safety of food, water, milk, drugs, etc.
5. Inventory EMS equipment, materials and supplies. Determine and coordinate the most effective utilization and redistribution of medical supplies. Prepare and save securely, a listing of DOCUMENTED expenses including:
 - a. Equipment used and duration of use.
 - b. Expenses incurred during use of personnel or equipment.
 - c. Injuries to personnel and/or damages to equipment.
 - d. Other documented expenses, per discussion with City and Counties' EOCs.
6. Undertake a damage assessment of EMS property, equipment and systems to include providing a dollar estimate of the damage and filing appropriate reports when requested.
7. Arrange to restore EMS staff and system to pre-disaster capabilities.
8. All key players should participate in post-disaster lessons learned.

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9. Repair equipment, assess and replenish supplies.
10. Revise the EOP and this ESF following the critique.
11. Undertake a damage assessment of EMS property, equipment and systems to include providing a dollar estimate of the damage and filing appropriate reports when requested.
12. Arrange to restore EMS staff and system to pre-disaster capabilities.
13. All key players should participate in post-disaster critiques.
14. Repair equipment, assess and replenish supplies.

Note: When needed, the State DHSS, Division of Public Health and/or Office of the Chief Medical Examiner will participate in the response and recovery.

The DEOP organizes the medical/health services provided by the State into two general areas:

- Emergency medical care expansion of existing facilities such as: general and specialty hospitals; sanatoria; nursing and convalescent homes and non-hospital clinic; clinical laboratories; and County Health Units, as well as emergency first-aid stations to supplement triage sites.
- State Division of Public Health Care services areas such as disease control; radiological, chemical, and biological contamination; sanitation of water, waste disposal, shelters, eating places, and food and drug supplies; mortuary, counseling and psychological needs; and maintenance of vital statistics.

Assignment of Responsibilities

a. State Department of Health and Social Services

Performs activities as outlined in the DEOP, which groups medical/health services provided by the State, into two general areas:

- Emergency medical care expansion of existing facilities such as: general and specialty hospitals; sanatoria; nursing and convalescent homes and non-hospital clinic; clinical laboratories; and County Health Units, as well as emergency first-aid stations to supplement triage sites.
- State Division of Public Health Care Services such as disease control; radiological, chemical, and biological contamination; sanitation of water, waste disposal, shelters, eating places, and food and drug supplies; mortuary, counseling and psychological needs; and maintenance of vital statistics.

b. Ambulance Captain

- Develop and maintain personnel, equipment and deployment plans.
- Maintain systems, supplies, and equipment in operational readiness.
- Conduct and/or arrange training for personnel in emergency procedures.

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- Establish arrangements for hiring private contractors.
- Maintain emergency personnel call-in lists.
- Cancel non-essential activities.
- Prepare reports and records.
- Repair equipment, assess/replenish supplies.

c. Fire-Officer-in-Charge (FOIC)

- Maintain contact with 911.
- Call in additional personnel.

d. Fire Chief

- Cancel non-essential activities.
- Individual Ambulance Personnel
- Respond to emergency calls. Provide basic life support, stabilize and transport to nearest medical facility.
- Perform triage.
- Provide in-house training in emergency procedures.
- Participate in emergency training drills.
- Maintains paper logs at scene and distributes as outlined.
- Assist fire chief.
- Transport lower priority patients.
- Participate in post-disaster critiques.
- Make recommendations for changes to the ESF.

e. American Red Cross

- Work with Department of Health and Social Services and the DSP to provide the Disaster Welfare Inquiry Program, which is a network which tracks disaster victims and helps to provide information to their families.
- Assists the DSP with notification of the next-of-kin by providing counselors or bereavement services, when required.
- Maintains and updates personnel call-up lists.
- Arranges for relief and back-up personnel, when required.

f. State Office of the Chief Medical Examiner

- Identifies the dead.
- Provides for temporary morgues, disposal of the dead.
- Inventories and maintains mortuary supplies and equipment.
- Maintains and updates personnel call-up lists.
- Arranges for relief and back-up personnel when required.
- Responds to the scene.
- Participates in drills, tests, critiques. Recommends changes to the Kent County Division of Emergency Management, when necessary.

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IV. Direction and Control

By law, the Fire OIC from the jurisdiction of the affected area is legally responsible for accident and disaster scenes. On the other hand, paramedics legally operate under the sponsorship of a Medical Control Physician. Therefore, it seems prudent, in terms of EMS, to have the on-scene Triage Officer responsible for EMS operations working in conjunction with the Fire OIC.

The chain of command for Triage Officers assuming control, of the medical response on the scene is as follows:

- Responding Senior Paramedic,
- Field Supervising Paramedic,
- EMS Division Deputy Chief,
- A physician from Medical Control, a Hospital or the Bayhealth Kent Hospital Triage Team.

The chain of command of each EMS provider is responsible for exercising control of its own work force. Mutual aid agencies committing their personnel will be responsible for the direct supervision of their personnel.

Note: The Fire Chief of each fire company will set priorities when resources are limited. During large disasters (Counties' EOCs ACTIVATED), the SVFA representative at the EOC will set resource priorities for both fire and ambulance.

- Each Fire Chief and SVFA EOC representative, will suspend services and redirect resources.
- The City or County EOC Director will be authorized to make emergency purchases.
- The Fire Chief will exercise operational control over the work force personnel.

V. Continuity of Government

The line of succession in each fire company may vary, but generally is as follows:

1. Fire Chief (may be more than one chief)
2. Assistant Chiefs
3. Deputy Chiefs

The line of succession with the EMS is available at the Kent County and Sussex County EOCs.

VI. Administration and Logistics

The chain of command of each agency with EMS or other responsibilities as outlined in this ESF ensures that Emergency Medical Activities and responsibilities are executed in an orderly and efficient manner.

Each agency with EMS or other responsibilities as outlined in this ESF is tasked with ensuring that there is adequate pre-planning, personnel, training, mutual aid agreements, communications capabilities, resources/supplies, 24-hour staffing capability, etc. before the disaster occurs.

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Each agency with EMS or other responsibilities as outlined in this ESF will ensure that expenses incurred in a disaster are documented and provided to the City of Milford, Kent County Division of Emergency Management and/or Sussex County Emergency Operations, upon request.

Mutual aid agencies committing their personnel will be responsible for their personnel, equipment, etc.

Logistics

- The President of the fire company ensures administrative activities are executed in an orderly and efficient manner. For example, Maintaining the call-in rosters.
- The President or Fire Chief will call in employees from rosters.
- Fire Company records relating to the emergency are recorded by a fire recorder and maintained at the fire house. These records are also on file at the Fire Marshall's office.
- Fire chiefs and chief engineers will:
 - Develop and maintain agreements with private contractors for services to fire company equipment.
 - Maintain communications capabilities.

VII. ESF Development and Maintenance

The Fire Company Chief will be responsible for developing and maintaining this ESF.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

ESF # 9. Search and Rescue

Primary Agencies: City and Counties' Fire Departments

Supporting Agencies: City and County Police and Fire Departments, Kent County Director of Public Safety and the Director of Sussex County Emergency Operations, 911 Communications, Inspections and Enforcement, and Parks and Recreation

Corresponding DEOP Functional Annex(es):

ES2 Fire and Rescue Group

ES1 Law Enforcement Group

ESF Leads: City and Counties' Fire Chief

ESF DEVELOPMENT AND MAINTENANCE

- The City and Counties are ultimately responsible for maintaining the Search and Rescue ESF aligned with the City's EOP and the Kent and Sussex Counties' EOP.
- All City departments, private/volunteer organizations, and outside agencies that have duties and responsibilities mentioned in this ESF are charged with providing the City and Counties with its changes and updates, as necessary.
- To ensure that this ESF is properly maintained, it should be:
- Reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities.
- Ensure that the Annex is updated, as appropriate.
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees.

Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate. • Ensure all relevant staff participates in exercises and drills, if possible.

Authorities: Delaware Code, Title 18, Title 20; Chapter 31.

References:

Delaware Emergency Operations Plan

The Kent County Fire Chief's Overall Standard Operating Procedures.

Delaware Code, Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled "An Act Changing the Name of the Town of Milford to 'The City of Milford' and Establishing a Charter Therefore."

Please see Kent County EOP, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and SEOP and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

Delaware Emergency Operations Plan (2017)

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities.
- Ensure that the Annex is updated, as appropriate.
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees.
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate, and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

To provide an organizational framework for effectively utilizing firefighting and rescue capabilities within the City in both urban and non-urban Search and Rescue (SAR) in response to an actual or potential disaster condition.

To coordinate urban SAR by the local Delaware Fire Service with assistance from the Delaware State Fire School (DSFS), if requested. Activities include, but are not limited to, locating, extricating, and providing immediate medical assistance to victims trapped in collapsed structures.

To coordinate non-urban SAR by DSFS, the Delaware Fire Service with, if possible, assistance from the Delaware State Police (DSP), as requested. Activities include, but are not limited to, emergency incidents that involve locating missing persons, locating lost boats, locating downed aircraft, extrication if necessary, and treating any victims upon their rescue.

Scope

This Annex applies to all departments identified by the City as having a primary or support responsibility to providing search and rescue services and resources for use by responders and officials working in the City or County, and recovery efforts after the hazard or disaster event.

II. Situations and Assumptions

Situation

1. A major or catastrophic disaster may result in a substantial number of persons being in life threatening situations requiring prompt rescue and medical care. Since the first 72 hours are crucial to lessening the mortality rate, SAR must begin immediately.
2. Depending upon the type and magnitude of the disaster, non-urban and/or urban SAR might be required. SAR personnel will potentially have to deal with

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extensive damage to buildings, roadways, public works, communications, and utilities.

3. Secondary to the event that caused the disaster, effects such as fires, explosions, flooding, and hazardous material releases may compound problems and may threaten both survivors and rescue personnel.
4. Milford is serviced by the Carlisle Fire Company. It has water rescue capability and provides basic life emergency medical service.
5. The fire company operates independently but has mutual aid arrangements with neighboring fire companies.
6. The Delaware Fire Marshal enforces laws and ordinances pertaining to fire prevention, arson, investigation, suppression, installation, detection, and maintenance of fire control and extinguishing equipment.
7. The Delaware State Fire School develops and conducts fire-training programs to fulfill the training standards established by the State Fire Prevention Commission.

Note: The State Fire Prevention Commission is charged with the protection of life and property from fire for the people of Delaware and to oversee the operation of the Delaware State Fire Marshal's Office and the Delaware State Fire School.

Assumptions

1. A natural or person-caused disaster might occur without fire, but nevertheless, require the mobilization and utilization of search teams or rescue equipment and personnel for protection of life and property within the City and Counties.
2. Coordination and direction of the local efforts, including volunteers, will be required.
3. All available local SAR resources will be committed, including State resources, if needed.
4. Damaged areas may have access restrictions and may not be readily accessible except by air.
5. Secondary events or disasters will threaten survivors as well as SAR personnel.
6. The Delaware Fire Service (Urban SAR) and the DSFS with possible assistance from the DSP (Non-urban SAR) may be the primary agencies assisting local fire departments.
7. The Fire Company will be able to recruit members in sufficient numbers to sustain necessary services. A sufficient number of emergency personnel will respond to the alarm to handle the situation.
8. Emergency equipment will be in proper operating condition.
9. Coordination and direction of the local efforts, including volunteers, will be required.

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III. Concept of Operations

General

1. Quickly locating and releasing a lost or entrapped person is the priority of the SAR ESF. All first-responder agency personnel understand the sense of urgency in responding to a call of this nature. Upon notification of a disaster situation involving an actual or potential need for SAR services, the Kent County Emergency Communications Center, will dispatch the appropriate pre-planned equipment and personnel, and will activate mutual aid fire/rescue companies, as necessary. The City and County recognize that they may not be able to locate the subject in a timely or secure manner, and that specialized response agencies or tasks forces may be required. See DEOP ESF 9 for further details.
2. The Delaware Code, Title 16, (Health and Safety), Chapter 67, (Authority of Fire Departments and Fire Police Within the State), Section 6701A. (Authority of fire officers-in-charge), provides the District Chief, and any other elected or appointed fire line officer, or any member serving the capacity of fire-officer-in-charge while responding to, operating at, or returning from a fire, service call or other emergency shall have the authority of controlling and directing activities at the scene. Mutual aid fire companies and support agencies report to the district fire-officer-in-charge and work under his authority. However, the resources of the mutual aid fire companies and support agencies remain under the control of their respective commanders.
3. The advanced life support personnel function under the authority of the fire-officer-in-charge in establishing emergency medical services and triage operations. The Triage Officer/medical Control is responsible for administering medical care to the injured and tending to the deceased.
4. Under unusual situations, the district fire-officer-in-charge may request a mutual aid fire company to assume direction and control of the activities at the scene. In addition, if the disaster involves hazardous materials, the district fire-officer-in-charge may request the SERT to assume direction and control of the scene operations.
5. Provided that the effects of a disaster warrant the activation of the Counties' EOCs, the Fire Chief will report to a County EOC, if requested, to coordinate their operations among the districts. Until the disaster conditions warrant and time permits the activation of the EOC, emergency fire and rescue functions will be performed from the 911 Emergency Communications Center.
6. For emergency operations involving radioactive release from nuclear power plants (Calvert Cliffs, etc.), the response of the fire service will conform with the Radiological Emergency Response Plan.

Phases of Emergency Management

In order to properly formulate the operations of the City and the Counties during an emergency event, responsibilities divided into four (4) categories of operational concern:

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

1) Mitigation; 2) Preparedness; 3) Response; and 4) Recovery. Operational duties during each phase are outlined below.

Mitigation - Prevention

Train personnel in emergency procedures.

1. Participate in hazard analysis and identify vulnerabilities in public works.
2. Initiate mutual aid agreements with neighboring jurisdictions.
3. Identify local private contractors who can provide support during emergencies, and acquaint them with emergency plans and procedures.
4. Review and update emergency plans.
5. Participate in tests, drills and exercises which improve public works response during disasters.
6. Review and comment on Fire Code and Safety Legislation in cooperation with the State Fire Marshal.
7. Develop and conduct Fire Safety Training and Prevention Programs.
8. Conduct pre-response and pre-planning inspections of buildings, structures, and other places as defined in Chapter 67, Title 16 of the Delaware Code.

Preparedness

1. Each agency with resource responsibilities should designate an EOC representative who is capable of coordinating the deployment and acquisition of resources.
2. The City's EOC should identify resources available within the City.
3. City departments and other organizations who respond to the EOC should notify the EOC of resources that are available.
4. Revise mutual aid agreements and/or MOUs with local jurisdictions for procuring resources.
5. Maintain understandings with DEMA concerning the availability of State resources.
6. Develop pre-response plans to include a design of the buildings, structures, and other places as previously defined; the location of stored chemicals and flammables, the identification of building construction materials and a tour of same.
7. Establish response hierarchies for equipment and mutual aid assistance.
8. Establish minimum response requirements for various fire and rescue classifications, box alarms, and special districts.
9. Establish mutual aid agreements.
10. Recruit members and maintain membership list.
11. Train personnel.
12. Test, inspect, and maintain equipment to ensure operational readiness.
13. Participate in emergency training drills.

Response

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

1. The City Manager or designee will determine whether or not the disaster or emergency warrants opening up the EOC.
2. Staff assignments will vary according to incident.
3. Following the activation of the EOC, department personnel will call in key players needed to respond to the EOC for the disaster.
4. After the Department Heads and other key players have been notified, it is their responsibility to ensure their department has 24-hour representation at the EOC and to call in and/or put on alert, specific staff members from their respective departments.
5. All respondents to the EOC are required to keep a telephone/activity log on a form provided.
6. Establish a field command post (CP) and staging area(s) if needed.
7. Send a representative to the County EOC, if requested.
8. Maintain contact between field command and City and County EOC representative(s).
9. Direct task assignments and personnel relief in performing fire, rescue, fire police, and emergency medical efforts; alerting, warning, evacuating, and, if necessary, radiological monitoring activities.
10. If Salem I, Salem II, or Hope Creek Nuclear Power generating stations notify the City and Counties or the Emergency Dispatch Center of an event, the "Initial Contact Message Form" provided by DEMA, will be used.
 - Coordinate task assignments given to support agencies.
 - Request additional personnel and resources, as appropriate.
 - Assess safety of damaged area(s)/structure(s) for public/private use.
 - Notify proper authorities to inspect damaged area(s)/structure(s) for public/private use, as appropriate.
 - Prepare and forward fire reports to the State Fire Marshal's office.
11. Maintain and compile a listing of DOCUMENTED expenses including:
 - Equipment used and duration of use;
 - Expenses incurred during use of personnel or equipment;
 - Injuries to personnel and/or damages to equipment
 - Other documented expenses, per discussion with an EOC.
 - Report these findings to the City or an appropriate County EOC.

Recovery

1. Maintain emergency call enforcement operations for as long as necessary during return to normalcy.
2. Through the City EOC, coordinate the scaling down and/or phasing out emergency operations.
3. Assess any possible injury/exposure to response personnel.
4. Perform maintenance checks on all vehicles and equipment and make arrangements for repairs/replacement, as necessary.
5. Continue to track the deployment of resources still being utilized and continue to assist the priorities of scarce resources.

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6. Return all personnel from mutual aid agencies to their respective jurisdictions.
7. Return all outside assistance, i.e. National Guard, Fire Police, etc. to their normal duties by phasing out their area of responsibility in the disaster response.
8. Ensure all activities initiated in the response phase will continue until emergency communications are no longer required.
9. Ensure that each agency or organization will undertake a damage assessment of their emergency communications property, equipment and systems, including dollar estimates of any damage sustained during the emergency.
10. Ensure each agency or organization notifies appropriate vendors to repair equipment, as necessary. The City Police Department will collect all message forms, logs, etc. relevant to the disaster for review. They will make recommendations to improve the communications response through training and/or by modifying the procedures
11. Perform decontamination functions if needed
12. Inspect and repair equipment.
13. Participate in post-disaster critiques (Lessons Learned)
14. Make appropriate recommendations for changes ESF 9, Search and Rescue.

IV. Organization and Assignment of Responsibilities

Organization

The Search and Rescue Annex will be led by the Fire Department, with support from the City and County Special Operations Team, Emergency Management, 911 Communications, Inspections/Enforcement, Local Police, and Parks and Recreation Departments. Support agencies will provide assistance to the Primary Agency and provide additional resources for Search and Rescue operations. All ESF agencies will track the use of their resources for both internal budgeting and potential FEMA reimbursement in the event of a declared emergency.

City and Counties will:

- Coordinate county and local emergency response operations within their jurisdictions.
- Develop and maintain local resource lists of industrial equipment that may be needed during search and rescue operations of collapsed buildings, etc.
- Coordinate security requirements with local police, fire police, and National Guard security forces.
- Coordinate requests and requirements with the Fire Company.
- Coordinate with DEMA for State Assistance, if needed.

Note: The Milford Police department will assist in coordinating City, counties and local emergency rescue response operations.

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V. Direction and Control

- The Fire Chief or the Fire OIC, from the district impacted by a disaster, is responsible for coordinating their fire and rescue operations among the districts.
- The chain of command in each Fire Company is responsible for exercising control of its workforce. The Delaware Code, Title 16, Chapter 67, provides a District Fire Chief, and any other elected or appointed fire line officer, or any member serving in the capacity of Fire OIC while responding to, operating at, or returning from a fire, service call, or other emergency, shall have the authority to control and direct the activities at the fire/rescue scene.
- Mutual aid fire companies and support agencies report to the district Fire OIC and work under their authority. However, the resources of the mutual aid fire companies and support agencies remain under the control of their respective Commanders.

VI. Administration and Logistics

The City and County ensures that overall Search and Rescue activities and responsibilities are executed in an orderly and efficient manner. The chain of command of each organization providing resources ensures that the activities and responsibilities of its organization are executed in an orderly and efficient manner. Each organization is responsible for requesting additional resources, personnel, equipment, and mutual aid assistance, when necessary.

Each organization is tasked to develop and maintain mutual aid agreements and lists of contractors who may be needed to supplement supplies and capabilities in times of disaster. Each organization ensures that resource inventory for the organization is developed and maintained and that equipment is kept in a state of readiness, through scheduled inspections and testing.

Each organization with responsibilities after the disaster, submits a listing of DOCUMENTED expenses if requested. These reports will be used to evaluate the response to keep track of any resources, which have been used in the process.

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ESF #10 – Hazardous Materials

Primary Agencies: City and County Fire Departments

Supporting Agencies: City and County Police and Fire Departments, Kent County Director of Public Safety and the Director of Sussex County Emergency Operations, 911 Communications

Corresponding DEOP Functional Annex(es):

ES3 Hazardous Materials Group

ESF Leads: City and Counties' Fire Chief

ESF Development and Maintenance

The City of Milford and the Counties are responsible for maintaining the Hazardous Materials ESF. All City and County departments, private/volunteer organizations, and outside agencies that have duties and responsibilities mentioned in this ESF are charged with providing changes and updates, as necessary.

The DEMA, DNREC, the Delaware State Fire School (DSFS), the Division of Public Health (DPH), the Delaware State Police (DSP), and the local Delaware Fire Services are the primary agencies for ESF 10. These agencies following SERT protocols, will provide on scene representatives, as needed.

This may include 24-hour presence at the scene or at the EOCs, to ensure full deployment and utilization of all available resources.

Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate.

Ensure all relevant staff participates in exercises and drills, if possible.

Authorities:

Delaware Code, Title 18, Title 20; Chapter 31.

Delaware Oil and Hazardous Substance Incident Contingency Plan (SERT Plan). National Contingency Plan (NCP)

References:

Delaware Emergency Operations Plan

City of Milford, Sussex and Kent County Hazardous Materials Operations Plans

Delaware Emergency Operations Plan

The Kent and Sussex Counties' Fire Chief's Overall Standard Operating Procedures.

Delaware Code, Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled "An Act Changing the Name of the Town of Milford to 'The City of Milford' and Establishing a Charter Therefore."

Delaware Emergency Operations Plan (2017)

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

Please see Kent County EOP, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

City of Milford Contact –302-422-8081

To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

This Annex is developed to provide an established, coordinated response to protect the public from the harmful effects of an actual or potential release of hazardous materials, through the accidental or intentional release of an Extremely Hazardous Substance (EHS) or any hazardous material, caused by human error, or by a natural, technological, or adversarial event, from any facility or on any transportation route which may affect people or property within the City of Milford.

Scope

This Annex applies to all City departments identified as having a primary or support responsibility to ensuring the safe, efficient, and effective hazardous materials response services and resources for use by responders and officials working in the City and County and recovery efforts after the hazard or disaster event.

II. Situations and Assumptions

Situations

1. A natural, terrorist related, or other catastrophic disaster could result in a release of hazardous materials into the environment. Fixed facilities (e.g., chemical plants, tank farms, laboratories, operating hazardous waste sites) that produce, generate, use, store, or dispose of hazardous materials could be damaged so severely that existing spill control apparatus and containment measures are not effective.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

2. Hazardous materials that are transported may be involved in rail accidents, highway collisions, or waterway mishaps.
3. Abandoned hazardous waste sites could be damaged, causing further degradation of the holding ponds, tanks, and drums.
4. The damage to, or rupture of, pipelines transporting materials that are hazardous, if improperly released, will present serious problems.
5. Additionally, hazardous materials/substance exist throughout all industrial societies. The average home/apartment/townhouse has toxic cleaners, solvents, sprays, plastics, foams, paints, fuels, etc. that can emit toxic fumes, fluids, particles, and dust. Single dwellings normally have less than reportable quantities of toxic material; however, collectively, an apartment, house, building, or neighborhood can easily become a toxic waste site with reportable quantities. This could become especially important during the clean-up after a large-scale emergency disaster, storm, or accident event.

Note: Industrial plant sites are generally aware of their reportable quantities of toxic materials/substance used in their manufacturing processes. Many businesses take necessary precautions to protect workers and the environment from these dangerous materials, substances, and chemicals. However, toxic releases, spills, and accidents can and do occur in plants or during shipment and transport. It is for incidents such as these, that the State of Delaware Oil and Hazardous Substance Incident Contingency Plan was developed. It is known as the Plan.

Companies generating toxic materials/substances are ultimately responsible for their clean-up and disposal, that is, they have "cradle to grave" responsibility for their processes and products.

Assumptions

1. Local response agencies will be overwhelmed by the extent of the response effort required to assess, mitigate, monitor, cleanup, and dispose of hazardous materials released into the environment.
2. There may be incidents occurring simultaneously in separate locations statewide.
3. Standard communications equipment and practices may be disrupted or destroyed.
4. Response personnel, cleanup crews, and response equipment will have difficulty reaching the site of hazardous materials because of damage to the transportation infrastructure.
5. Additional response/cleanup personnel and equipment will be needed to supplement existing capabilities and to provide backup or relief resources.
6. DNREC maintains a database of chemicals used or stored at 1400 facilities statewide. These facilities will need to be monitored by DNREC and the DEOP ESF 10 to ensure that there is no release of hazardous material when these

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facilities are not directly involved in the emergency or disaster, but they are located in or near the affected area.

7. Laboratories responsible for analyzing hazardous material samples may be damaged or destroyed.
8. Air transportation may be needed for damage assessment and to transport specialist personnel and equipment to the site of a release.
9. Emergency exemptions could be needed for disposal of contaminated material during large-scale disasters when dumpsites are full.
10. Companies that manufacture hazardous substances/materials are responsible for the safe handling, distribution, and ultimate disposal of their products and substances.
11. The SERT will respond as prescribed in the State of Delaware Oil and Hazardous Substance Incident Contingency Plan to a Level I, II, III or IV hazardous material/substance event.
12. Companies involved in a hazardous material incident are financially responsible for the costs incurred regarding the cleanup, safe handling, and transport of their products and materials.
13. Government (Federal, state, and local) will support, when necessary, all SERT planning and operations in their jurisdiction with their Local Emergency Planning Committee (LEPC), whenever possible.
14. Protection of life, property, and the environment (in that order) will be first priority during all SERT operations.

III. Concept of Operations

General

1. ESF 10 will direct the efforts of local and municipal emergency response actions immediately following a disaster involving hazardous materials. This means working closely with existing LEPC. Close coordination must be maintained by State and Local officials following existing procedures. ESF 10 operations will secure, remove, and dispose of hazardous materials from the disaster area, and will initiate other early tasks demanded until such time as further activation is deemed necessary.
2. Response to oil discharges and hazardous substances will be accomplished by the SERT in accordance with the State of Delaware Oil and Hazardous Substance Incident Contingency Plan, commonly referred to as the "SERT Plan". The Federal National Contingency Plan (NCP), may be implemented, if required.

Phases of Emergency Management

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In order to properly formulate the operations of the City during an emergency event, Duties and responsibilities are divided into four (4) categories of operational concern: 1) Mitigation; 2) Preparedness; 3) Response; and 4) Recovery. Operational duties during each phase are discussed below.

Mitigation

1. Train personnel in emergency procedures.
2. Participate in hazard analysis and identify vulnerabilities in public works.
3. Initiate mutual aid agreements with neighboring jurisdictions.
4. Identify local private contractors who can provide support during emergencies. Acquaint them with emergency plans and procedures.
5. Review and update emergency plans.
6. Participate in tests, drills and exercises which improve public works response during disasters.

Preparedness

1. Each City department with resource responsibilities should designate an EOC representative who is capable of coordinating the deployment and acquisition of resources.
2. The EOC should identify resources available within the City. City departments and other organizations who respond to the EOC should notify the EOC of resources which are available.
3. Revise mutual aid agreements and/or MOUs with local jurisdictions for procuring resources.
4. Maintain understandings with DEMA concerning the availability of State resources.
5. Review emergency purchasing procedures with possible providers of emergency resources. Review procedures for the ability to request these resources on a 24-hour basis.
6. Ensure that City departments maintain their resources in operable condition. All City department heads notified will check operational capability and prepare emergency equipment and facilities within their jurisdiction.
7. DEMA, DNREC, DPH, and the local Delaware Fire Services are the primary agencies for ESF 10. These agencies following SERT protocols, will provide on scene representatives, as needed. This may include 24hour presence at the scene or at the EOC, to ensure full deployment and utilization of all available resources.

Response

1. The City Manager or designee will determine whether or not the disaster or emergency authorizes opening up the EOC. Staff assignments will vary based on the incident. It is the responsibility of City Manager or designee to notify the designated City representatives. Also, to maintain emergency call enforcement operations for as long as necessary during return to normalcy. Coordinate through the EOC the scaling down and/or phasing out emergency operations.

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2. Assess any possible injury/exposure to response personnel.
3. Using the alert list, department personnel will call key players needed to respond to the EOC for the disaster.
4. Once the Department Heads and other key players have been notified, it is their responsibility to ensure 24-hour representation at the EOC and to call in and/or put on alert needed personnel from their organizations.
5. All respondents to the EOC are required to keep a telephone/activity log on a form provided.
6. When Salem I, Salem II, or Hope Creek Nuclear Power generating stations notify the City's Chief of Police or the Emergency Dispatch Center of an event, the "Initial Contact Message Form" provided by DEMA, should be used.
7. In addition to the other sources of information, TV and radios are available in the EOC to supplement the information being received.
8. The City's EOC can call in contracted vendors including Verizon, Motorola, etc. to maintain and repair communication equipment as needed.
 - a. When multiple response actions are required, more than one On Scene Coordinator may be involved in implementing response actions. The ESF can be the mechanism through which close coordination will be maintained among all agencies and On-Scene Coordinators (OSCs). County EOC and DEMA will assure that response actions are properly coordinated and carried out.
 - b. During a Level III SERT response to an incident, DEMA will assist in coordinating required State resources. DEMA will assume the role as On-Scene Coordinator.
 - c. In accordance with the SERT Plan, emergency cleanup contractors should be placed in standby mode by DEMA personnel to be able to respond in short notice.
9. Maintain and compile a listing of DOCUMENTED expenses including:
 - a. Equipment used and duration of use;
 - b. Expenses incurred during use of personnel or equipment;
 - c. Injuries to personnel and/or damages to equipment.
10. Other documented expenses, per discussion with EOC.
11. Report these findings to the City's and Counties' EOCs.

Note: In the event of a spill or release involving hazardous materials, notification will follow procedures outlined in the SERT Plan, i.e. County (911) Center will notify the ESF 10 members. This notification will be accomplished by telephone, email, fax, or digital pager and may request that the ESF 10 representatives report directly to the site or the State EOC following existing SERT protocols and procedures. Also, ESF 10 agencies and support personnel will be responsible to commit resources to the disaster area.

Recovery

1. In accordance with the Incident Command System (ICS), a Fire from the Delaware Fire Service and/or the Department of Natural Resources and

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Environmental Control will assess and prioritize response actions necessary to mitigate hazardous material releases, which include the following two phases:

- a. Stabilize and Stage
 - b. Categorize and Dispose
2. Maintain emergency call enforcement operations for as long as necessary during return to normalcy.
 3. Coordinate through the City's EOC the scaling down and/or phasing out emergency operations.
 4. Assess any possible injury/exposure to response personnel.
 5. Perform maintenance checks on all vehicles and equipment and make arrangements for repairs/replacement, as necessary.
 6. Continue to track the deployment of resources that are currently being utilized and continue to assist the prioritization of scarce resources • Return all personnel from mutual aid agencies to their normal jurisdictions.
 7. Return all outside assistance, i.e. National Guard, Fire Police, etc. to their normal duties by phasing out their area of responsibility in the disaster response.
 8. All activities initiated in the response phase will continue until emergency communications are no longer required.
 9. Each City department will undertake a damage assessment of their emergency communications property, equipment and systems, including dollar estimates of any damage sustained during the emergency.
 10. Each City department will notify appropriate vendors to repair equipment, as necessary.
 11. The Chief of Police will collect all EOC message forms, logs, etc. relevant to the disaster for review. They will make recommendations to improve the communications response through training and/or by modifying the procedures.
 12. All key players should participate in most disaster critiques. The City should make the appropriate changes to the Milford EOP ESF following this critique.

IV. Organization and Assignment of Responsibilities

Organization

The DEMA, DNREC, DSFS, DPH, DSP, and the local Delaware Fire Services are the primary agencies for ESF 10. These agencies following SERT protocols, will provide on scene representatives, as needed.

This may include 24- hour presence at the scene or at the EOC, to ensure full deployment and utilization of all available resources. The NCP serves as the basis for planning and utilization of Federal resources for responding to releases or threats of releases of oil and hazardous substances. Response actions under this ESF will follow policies, procedures, directives, and guidance developed in the NCP.

Counties and City will:

- Assist in coordinating response actions for local hazardous material incidents.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Provide traffic management through the Milford Police, Fire Police, and DeIDOT and support to ensure safe traffic flow around situations.

Assignment of Responsibilities

In the event of a Hazardous Material problem, the SERT, in full or part, may be dispatched. There are four (4) levels of SERT response activity. They are:

- **LEVEL I** - Consists of the local Fire Department and DNREC. The Fire OIC is in charge of the scene. DNREC is the Site Manager for the Fire OIC.
- **LEVEL II** – Responders are the local Fire Department, DNREC and the DSFS. The Fire OIC is in charge of the scene.
- **LEVEL III** - This is a full SERT Incident. DEMA assumes the role of On-Scene-Coordinator in accordance with the provision of the SERT plan. DNREC acts as the Site Manager. SERT will stay with the problem until it is resolved. Responders are the DSFS, DNREC, DEMA, Delaware State Police (DSP), DPH, and County/Local Emergency Management Agencies.
- **LEVEL IV** - Federal Response for HAZMAT Incident, this response would include Federal or out of state resources as requested by DNREC or DEMA. Such resources may include Federal Agencies and Federal Response Teams.

V. Administration and Logistics

The City and County EOCs ensure that overall Transportation activities and responsibilities are executed in an orderly and efficient manner.

The chain of command of each department and agency providing resources ensures that the activities and responsibilities of its organization are executed in an orderly and efficient manner. Each organization is responsible for requesting additional resources, personnel, equipment, and mutual aid assistance, when necessary. Each organization is tasked to develop and maintain mutual aid agreements and lists of Contractors who may be needed to supplement supplies and capabilities in times of disaster.

Each organization ensures that resource inventory for the organization is developed and maintained and that equipment is kept in a state of readiness, through scheduled inspections and testing. Each organization with responsibilities after the disaster, submits a listing of DOCUMENTED expenses if requested.

These reports will be used to evaluate the response to keep track of any resources, which have been used in the process.

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ESF #11 – Food, Agriculture, and Animal Care

Primary Agencies: City and Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Supporting Agencies:

Delaware Animal Services (Delaware Division of Public Health Office of Animal Welfare)
Planning and Zoning Department
GIS, Delaware Office of Animal Welfare

Corresponding DEOP Functional Annex(es):

IN3 Agriculture Group
HS4 Animal Operations Group

ESF Leads: Delaware Animal Services (Delaware Division of Public Health Office of Animal Welfare) and Counties' Director of Public Safety and Emergency Operations

Authorities:

Delaware Code, Title 18, Title 20; Chapter 31.

References:

Delaware Emergency Operations Plan
The Kent and Sussex Counties' Fire Chiefs' Overall SOPs, Delaware Code, Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled "An Act Changing the Name of the Town of Milford to 'The City of Milford' and Establishing a Charter Therefore."

Delaware Emergency Operations Plan (2017)

Please see Kent County EOP, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and SEOP and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

City of Milford Contact –302-422-8081

To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

I. Purpose and Scope

Purpose

This Annex is developed to organize and coordinate support for the protection of the City and Counties' food, animal, and agricultural resources during a disaster or emergency. The ESF can be activated during actual or even potential incidents to provide nutrition assistance; respond to animal and agricultural health issues; and provide technical expertise, coordination, and support of animal and agricultural emergency management.

- To identify food, water, and ice resources for use during the aftermath of a disaster or emergency.
- To identify resources and provide provisions for securing and delivering food and water supplies suitable for household distribution or congregate meal service, as appropriate.
- To arrange for the transportation and distribution of food and water supplies within the affected area. Food supplies obtained and distributed by ESF 11 (Food) will be dispensed to the disaster victims by ESF 6 (Mass Care). ESF #11 also provides rapid response guidelines and support for large and small animal care following a major or catastrophic disaster affecting the health, safety, and welfare of human beings and animals. Support includes outside assistance, technical medical advice, treatments, assistance and evaluations, veterinary services, emergency contracting, and emergency repair of animal care facilities within the State of Delaware.

Scope

This Annex applies to all departments identified by a County as having a primary or support responsibility to ensuring the access to, safety of, and good repair of food supplies, agricultural assistance, animal welfare, services, information, and resources for use by residents and visitors in the City and Counties, responders and officials working in the City and Counties, and recovery efforts after the hazard or disaster event.

II. Situation and Assumptions

Situation

An emergency or natural disaster could potentially prevent large numbers of residents the ability to obtain, store, or prepare food. Food and water products stored in the affected disaster area may be partially or totally destroyed. Additionally, the local commercial suppliers and supply transportation routes could also be disrupted. Outside the impacted area(s) there may be organizations, suppliers, and transportation systems that can still provide emergency food to the City and Counties. The City will emphasize the importance of individual and household preparedness by encouraging the storage of food and water for at least three days for each person in the household.

A major or catastrophic disaster or emergency may also cause unprecedented damage, injury and death to humans and small and large animals. In any catastrophic event,

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humans and domestic and wild animals may be severely injured and/or dazed. They may wander freely in an extremely agitated, stressed state of being. At first, City, Counties and State including local veterinary and medical personnel may also be dazed and injured and unable to immediately perform all their prescribed emergency duties.

Necessary food, water, and equipment in the immediate disaster area may be damaged, tainted, and inaccessible. Outside help and animal response personnel may be needed to ensure timely, efficient, effective disaster relief and response. Pre-planning is essential to survive initial catastrophic conditions.

Assumptions

1. Following a major or catastrophic disaster, there may be widespread damage and destruction to the infrastructure and homes/buildings resulting in transportation routes being impassable, widespread and prolonged power outages, and contaminated drinking water.
2. Thousands of evacuees may be sheltered both within the disaster area and other shelters around the State requiring food and water supplies for 72 hours after the disaster.
3. Normal food and bottled water processing and distribution capabilities will be disrupted.
4. Many commercial cold storage and freezer facilities within the impacted area will be inoperable as a result of power outages.
5. Damage projection models will be used to forecast damage and disaster consequences. Included in this information will be calculations to identify the number of people that may be impacted. ESF 11 will use these calculations and projections to estimate food and water needs, quantities, and to project the duration of mass feeding activities.
6. An immediate human needs assessment (food, water, health/medical, and housing) and the condition of the infrastructure (transportation, communications, and utility systems) will be reported by State Damage Assessment Teams (DATs).
7. Large bulk shipments of food and water supplies purchased, solicited, or donated will be coordinated with this ESF. Donations of non-perishable food items will be sorted and palletized for coordination and distribution with this ESF.
8. Assistance from the Delaware National Guard (ESF 14, Military Support) will be requested after all other resources have been used to assist with the distribution of food and water supplies and/or warehouse operation.
9. City of Milford and the State of Delaware offices in the immediate disaster area will need assistance in providing care for dead and severely injured animals.
10. Emergency road and airstrip debris clearance and repairs will first have top priority to support immediate lifesaving emergency response activities.

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11. Severely injured and damaged animals in obvious pain may need to be quickly euthanized in a humane efficient manner.
12. The Delaware Veterinary Medical Association (DVMA) will represent veterinarians of the State of Delaware and maintain liaison with the City and the Counties' Emergency Management.

III. Concept of Operations

General

The City and Counties seek to provide response and recovery plans for the food supply chain, agricultural entities, City and Counties' livestock and animals. This ESF helps assess critical and other emergency needs, explore solutions, set realistic expectations, work cooperatively to resolve problems, and provide direction or access to resources and support for affected entities.

This ESF works closely with the FEMA and State Disaster Field Office officials and program leaders to address community and individual concerns, veterinary needs and requirements, as well as coordinate meetings, referrals, and to bring field issues to satisfactory closure.

Phases of Emergency Management

In order to properly formulate the operations of the City during an emergency event responsibility will be divided into four (4) categories of operational concern: 1) Mitigation; 2) Preparedness; 3) Response; and 4) Recovery. Operational duties during each phase are described below.

Mitigation

1. Train personnel in emergency procedures.
2. Participate in hazard analysis and identify vulnerabilities in public works.
3. Initiate mutual aid agreements with neighboring jurisdictions.
4. Identify local private contractors who can provide support during emergencies. Acquaint them with emergency plans and procedures.
5. Review and update emergency plans.
6. Participate in tests, drills and exercises which improve response during disasters

Preparedness

- Each agency with resource responsibilities should designate an EOC representative who is capable of coordinating the deployment and acquisition of resources.
- The EOC should identify resources available within the City. Departments and other organizations who respond to the EOC should notify the EOC of resources that are available. Revise mutual aid agreements and/or MOUs with local jurisdictions for procuring resources. Maintain understandings with DEMA concerning the availability of State resources.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Review emergency purchasing procedures with possible providers of emergency resources. Review procedures for the ability to request these resources on a 24-hour basis.
- Ensure that the City and Counties' departments and other EOC organizations maintain their resources in operable condition. All City Department Heads notified will check operational capability and prepare emergency equipment and facilities within their jurisdiction.

Response

- The City Manager or designee will determine whether or not the disaster or emergency warrants opening up the EOC. Staff assignments will vary according to incident.
- If the City's EOC is activated, it is the responsibility of the Police Department to alert department personnel and other key players needed to respond to the EOC for the disaster.
- After the department heads and other key players have been notified, it is their responsibility to ensure 24-hour representation at the EOC and to call in and/or put on alert needed personnel from their organizations.
- All respondents to the EOC are required to keep a telephone/activity log on a form provided.
- If Salem I, Salem II, or Hope Creek Nuclear Power generating stations notify the Emergency Dispatch Center of an event, the "Initial Contact Message Form" provided by DEMA, is to be used.
- In addition to the other sources of information, TV and radios are available in the EOC to supplement the information being received.
- The City's EOC will call in contracted vendors including Verizon, Motorola, etc. to maintain and repair communication equipment as needed.
- The EOC will maintain and compile a listing of DOCUMENTED expenses including:
 - Equipment used and duration of use;
 - Expenses incurred during use of personnel or equipment;
 - Injuries to personnel and/or damages to equipment;
 - Other documented expenses, per discussion with EOC.
 - Report these findings to the City, Kent and Sussex Counties' EOCs.

Recovery

- Maintain emergency call enforcement operations for as long as necessary, during return to normalcy. Coordinate through the EOC the scaling down and/or phasing out emergency operations.
- Assess any possible injury/exposure to response personnel.
- Perform maintenance checks on all vehicles and equipment and make arrangements for repairs/replacement, as necessary.
- Continue to track the deployment of resources still being utilized and continue to assist the priorities of scarce resources.

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- Return all personnel from mutual aid agencies to their normal jurisdictions.
- Return all outside assistance, i.e. National Guard, Fire Police, etc. to their normal duties by phasing out their area of responsibility in the disaster response.
- All activities initiated in the response phase will continue until emergency communications are no longer required.
- Each City department will undertake a damage assessment of their emergency communications property, equipment and systems, including dollar estimates of any damage sustained during the emergency.
- Each department will also notify appropriate vendors to repair equipment, as necessary.
- The City's EOC will collect all message forms, logs, etc. relevant to the disaster for review. They will make recommendations to improve the communications response through training and/or by modifying the procedures.
- All key players should participate in most disaster critiques and make propose revisions to the City of Milford's EOP.

IV. Organization and Assignment of Responsibilities

Organization

The Food and Animal Annex will be led by the Delaware Animal Services with appropriate support from City Departments. All ESF departments will track the use of their resources for both internal budgeting and potential FEMA reimbursement in the event of a declared emergency.

City and Counties will:

1. Provide assistance and augmentation to ESF 11 to obtain and distribute food resources.
2. Develop and maintain a list of volunteer agencies within the jurisdiction that are willing to provide food, water, and ice resources during emergency or disaster situations.
3. Select mass feeding sites and locations with the ARC of the Delmarva Peninsula, Delaware National Guard, Public Health, and other agencies.

V. Direction and Control

If the emergency or disaster is fairly large-scale, the City and Counties' EOCs are opened, and the evacuation will be coordinated from the EOC. If the aforementioned conditions are not present, the on-scene authority (fire or police OIC) will lead operations.

The Department Directors who are providing resources are responsible for:

- Suspending services within their respective departments and redirecting resources to support essential services in emergency activities.
- Coordinating emergency activities within their respective departments and to represent their departments at the EOC (if requested to report).
- Setting departmental priorities when resources are limited and for implementing departmental emergency procedures (according to authorized procedures).

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Each department with responsibilities after the disaster, will submit a list of DOCUMENTED expenses if requested. These reports will be used to evaluate the response to keep track of any resources, which have been used in the process.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

ESF #12 – Energy and Utilities

Primary Agencies: City Utilities including Wastewater, Engineering and Facilities

Supporting Agencies:

Planning and Zoning Department, Inspections/Enforcement Department
Police Department

Corresponding DEOP Functional Annex(es):

IN5 Energy Group

ESF Leads: City Police Chief and Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Authorities:

Delaware Code, Title 18, Title 20; Chapter 31.

References:

Delaware EOP Basic Plan

Delaware Code, Charter of the City of Milford, contained in Chapter 726, Volume 57, Laws of Delaware, entitled “An Act Changing the Name of the Town of Milford to ‘The City of Milford’ and Establishing a Charter Therefore.”

Delaware Emergency Operations Plan (2017)

Please see Kent County EOP Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

City of Milford Contact –302-422-8081

To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

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City of Milford’s Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

This Annex is developed to establish the policies and procedures to be used by the State Department of Natural Resources, the Environmental Control/Energy Office (DNREC/EO), and the Public Service Commission (PSC), in responding to, and recovering from, fuel shortages, power outages, and capacity shortages which impact or threaten to impact significant numbers of citizens. This coordinates the provision of emergency supply and transportation of fuel and coordinates the provision of emergency power, to support immediate response and recovery operations as well as restoring the normal supply of electric power.

Scope

This Annex applies to all departments identified by the City as having a primary or support responsibility to ensuring the access to, safety of, and good repair of energy and utility networks, and resources for use by residents and visitors in the City, responders and officials working in the City, and recovery efforts after the hazard or disaster event.

II. Situation and Assumptions

Situation

Power outages and capacity shortages are most critical during periods of extreme temperatures, such as winter and summer and also are caused by unusually hot or cold weather. When disasters (storms, explosions, terrorism, etc.) impact the environment, electrical and other fuel connections are often broken and can cause transmission limitations, distribution disruptions, severe weather conditions, and/or power plant outages.

Energy shortage conditions could jeopardize customers during periods when power generating unit's breakdown, and/or undergo scheduled maintenance. Fuel shortages may be caused by the disruption of normal supply distribution during severe weather conditions. Other energy shortages, such as interruption in the supply of natural gas or other petroleum fuels for automotive transportation and other industrial uses, may result from extreme weather conditions, strikes, or international embargoes.

There may be widespread and prolonged electrical power failure degrading communications, disrupting traffic signals causing traffic gridlock and impacting public health and safety services. There may be hoarding of fuel and price gouging.

Alternative sources of fuel for communications, lighting, heating, cooling, refrigeration, and cooking need to be anticipated. Backup fuels and power supplies need to be stored and stockpiled for timely emergency use. These fuels and supplies need to be safely stored in appropriate containers. Past experience has shown that generators using liquid fuels and charged batteries provide safe, available, sources of temporary backup electrical power.

Current service to the City of Milford is as follows:

1. Milford buys its power from DEMEC and is delivered through Delmarva Power Transmission Lines.
2. Chesapeake Utilities provides natural gas.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

3. The City of Milford operates and maintains its own electric utility and water/wastewater utility.
4. Verizon and other communication companies provide telephone services to Milford residents on an individual basis.

Assumptions

1. As the population increases, the need for electric power and other fuels increases.
2. Breaks in power and fuel can occur at any time.
3. The general public and all organizations including government needs to be prepared to survive for short periods of time without electricity and other standard fuels and power sources.
4. During periods of abnormal weather or multiple generating unit outages, generator capacity may be limited or may fall below customer demand.
5. In the wake of a disaster, many of the local resources may be unavailable due to damage, inaccessibility and/or insufficient supply.
6. Water pressure systems may be low affecting public health and safety. Firefighting capabilities may be severely curtailed or reduced and sewer systems may be completely destroyed and inoperative.
7. Coordination and direction of efforts including volunteers may be required.
8. Damaged areas may restrict access except by air.
9. The DEOC as well as the Milford EOC may be operational or an alternative EOC may be established.
10. Delmarva will be a dependable primary source of electric power for the Delmarva Peninsula.
11. Delaware Electric Cooperative will continue to be a dependable supplier of electric power to customers in Kent and Sussex Counties.
12. Natural gas and petroleum supplies may be disrupted and/or delayed due to weather and supply conditions.
13. Water utility companies impacted will repair any disruption of service caused by power outages.
14. Verizon and other major telecommunication companies will dispatch repair crews as necessary for any problem caused by outages.
15. If possible, petroleum plants (refineries) will increase fuel output during energy emergencies.
16. The Governor of the State of Delaware may order rationing of fuels during any emergency.

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17. The general public may be asked to comply with energy conservation measures, as necessary.
18. The Department of Natural Resources and Environmental Control/Energy Office (DNREC/EO) may be available to respond, with assistance from Emergency Support agencies, to energy related requests submitted through DEMA.

III. Concept of Operations

General

Planned or unplanned power failures may occur at any time. Under "minor emergency" conditions, utilities (gas, water, telephone, and electric) will quickly dispatch troubleshooters to rectify or repair the problem. However, should a major problem (hurricane, tornado, ice storm, etc.) impact the State, the Governor, Secretary of Safety and Homeland Security, and DEMA will activate the State EOC. A special Emergency Energy Group (EEG) may be established to handle the situation. Members of the EEG, as necessary, should be made up of experienced senior staff from the following agencies/industries:

1. DNREC/EO.
2. DEMA.
3. Department of Safety and Homeland Security, Office of the Governor.
4. Utility Representatives from gas, water, and the telephone industry, as necessary.

Following DEOP guidelines, the EEG will address the problems and stay with the situation until it is resolved and terminated. Transportation groups (Rail, Water, and Truck or Interstate/Intermodal Carriers) may be asked to expedite fuel shipments.

Phases of Emergency Management

In order to clarify the operations of the City during an emergency event, responsibilities will be divided into four (4) categories of operational concern: 1) Mitigation; 2) Preparedness; 3) Response; and 4) Recovery. Operational duties during each phase are described below.

Mitigation

- Train personnel in emergency procedures.
- Participate in hazard analysis and identify vulnerabilities in the utilities sectors.
- Initiate mutual aid agreements with neighboring jurisdictions.
- Identify local private contractors who can provide support during emergencies. Acquaint them with emergency plans and procedures.
- Review and update emergency plans.
- Participate in tests, drills and exercises which improve public works response during disasters

Preparedness

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Each City department with resource responsibilities should designate an EOC representative who is capable of coordinating the deployment and acquisition of resources.
- The EOC should identify resources available. City departments and other organizations who respond to the EOC should notify the EOC of resources which are available.
- Revise mutual aid agreements and/or MOUs with local jurisdictions for procuring resources. Maintain understandings with DEMA concerning the availability of State resources.
- Review emergency purchasing procedures with possible providers of emergency resources. Review procedures for the ability to request these resources on a 24-hour basis.
- Ensure that City departments and other EOC organizations maintain their resources in operable condition. All City department heads notified will check operational capability and prepare emergency equipment and facilities within their jurisdiction.

Response

Milford's City Manager or designee will determine whether or not the disaster or emergency warrants opening up the EOC. Staff assignments will vary according to incident.

- Following the activation of the EOC it is the responsibility of the Police Department to notify department personnel and other key players needed to respond to the EOC for the disaster.
- After the department heads and other key players have been notified, it is their responsibility to ensure 24-hour representation at the EOC and to call in and/or put on alert needed personnel from their organizations.
- All respondents to the EOC are required to keep a telephone/activity log on a form provided.
- If Salem I, Salem II, or Hope Creek Nuclear Power generating stations notify the City and County or the Emergency Dispatch Center of an event, the "Initial Contact Message Form" provided by DEMA, is to be used.
- In addition to the other sources of information, TV and radios are available in the EOC to supplement the information being received.
- Milford's EOC can call in contracted vendors including Verizon, Motorola, etc. to maintain and repair communication equipment as needed.
- The City's EOC will maintain and compile a listing of DOCUMENTED expenses including:
 - Equipment used and duration of use;
 - Expenses incurred during use of personnel or equipment;
 - Injuries to personnel and/or damages to equipment;
 - Other documented expenses, as discussed with the EOC.
 - Report these findings to the City's EOC.

Recovery

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- Maintain emergency call enforcement operations for as long as necessary during return to normalcy. Coordinate through the EOC the scaling down and/or phasing out emergency operations.
- Assess any possible injury/exposure to response personnel.
- Perform maintenance checks on all vehicles and equipment and make arrangements for repairs/replacement, as necessary.
- Continue to track the deployment of resources still being utilized and continue to assist the priorities of scarce resources.
- Return all personnel from mutual aid agencies to their normal jurisdictions.
- Return all outside assistance, i.e. National Guard, Fire Police, etc. to their normal duties by phasing out their area of responsibility in the disaster response.
- All activities initiated in the response phase will continue until emergency communications are no longer required.
- Each department will undertake a damage assessment of their emergency communications property, equipment and systems, including dollar estimates of any damage sustained during the emergency.
- Each department will notify appropriate vendors to repair equipment, as necessary.
- The City's EOC will collect all message forms, logs, etc. relevant to the disaster for review. They will make recommendations to improve the communications response through training and/or by modifying the procedures.
- All key players should participate in most disaster critiques and propose revisions to the Milford Emergency Operations Plan.

IV. Organization and Assignment of Responsibilities

The Energy and Utilities Annex will be led by the City of Milford with support from City Utilities, Engineering, Facilities Management, and Wastewater Departments, Planning and Zoning, and Inspections and Enforcement Departments. All ESF departments will track the use of their resources for both internal budgeting and potential FEMA reimbursement in the event of a declared emergency.

Roles and responsibilities of key Departments and personnel are described below.

Waste Water

- Maintain wastewater system.
- Provide temporary facilities, as necessary.
- Identify private contractors or back-up systems, which could be used to augment the department in executing its responsibilities.
- Develop and maintain call in lists, rosters, plans, and SOPs, maintains contact, or sends a representative to the EOC, when requested.
- Coordinate task assignments and personnel relief; cancel non-essential activities.
- Inspect wastewater system, equipment, property, etc. for damages.
- Provide documented expenses, written reports, and after-action reports to the EOC upon request.

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- Participate in tests, drills, exercises, etc.; make recommendations for changes to the Milford Emergency Operations Plan and the ESF.

Private Sector/Volunteer/Other Organizations

- Provide an inventory of available resources to a County EOC, if requested.
- Send a representative to the EOC, if requested.
- Negotiate agreements with City officials, specifying conditions of their resource use, compensation for their resources, etc.
- Participate in tests & drills, which ensure that the organization is prepared to respond to disaster.

(Note: A major portion of personnel and resources needed in a disaster come from private and/or volunteer sources)

V. Direction and Control

If the emergency or disaster is fairly large-scale, the City and Counties' EOCs are opened, and/or the evacuation will be coordinated from the EOC. If the aforementioned conditions are not present, the on-scene authority (fire or police OIC) will lead operations.

City Manager and/or designee has the overall responsibility of setting emergency operational priorities when resources are limited and authorizing emergency purchases (according to established procedures) to address the priorities. The City Manager or designee has overall responsibility for ensuring that there are emergency purchasing procedures.

The Milford Police Department participates in coordinating emergency resource activities, in with department Directors who are providing resources are responsible for suspending services within their respective departments and redirecting resources to support essential services in emergency activities. Directors are responsible for coordinating emergency activities within their respective departments and to represent their departments at the EOC (if requested to report).

Department Directors have the responsibility for setting departmental priorities when resources are limited and for implementing departmental emergency procedures (according to authorized procedures).

Note: Each responding department is tasked to develop lines of authority at least three levels deep to ensure 24-hour response/representation capability.

For further information, see the City of Milford's EOP Basic Plan.

VI. Administration and Logistics

City Manager ensures that overall Energy and Utilities activities and responsibilities are executed in an orderly and efficient manner. The chain of command of each ESF #12 Energy and Utilities department providing resources ensures that the activities and responsibilities are executed in an orderly and efficient manner. Each department is responsible for requesting additional resources, personnel, equipment, and mutual aid assistance, when necessary.

Each organization is tasked to develop and maintain mutual aid agreements and lists of contractors who may be needed to supplement supplies and capabilities in times of disaster. Each department ensures that resource inventory for the organization is developed and

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maintained and that equipment is kept in a state of readiness, through scheduled inspections and testing.

Each City department with responsibilities after the disaster, will submit a listing of DOCUMENTED expenses if requested. These reports will be used to evaluate the response to keep track of any resources, which have been used in the process.

Attachment A - Power/Energy Failure Recommendations

1. Notify the appropriate power company. (Milford Utilities, Delmarva Power, Delaware Electric Cooperative, etc.).
2. Watch for fires.
3. Turn off heat pumps/air conditioning till after the electricity comes back on. Unnecessary equipment like this will avoid start up drain and corresponding power spikes.
4. During summer months, keep curtains drawn, shades down, blinds closed and food storage areas closed to maintain cool temperatures. Conversely, during winter keep windows and doors shut, shades down, and blinds or curtains closed to keep heat in.
5. Help your neighbors and elderly. Avoid spreading rumors. During a disaster, storm or emergency, fear is contagious and can be very dangerous.
6. Assist the injured; however, inspect the area first to ensure injury was not caused by electrocution.
7. Stay off roads with downed power lines and out of public areas without power. Remember: ALL wires are to be considered HOT! Electric wires can fall into telephone or TV cable wires and energize them.
8. Keep a battery powered portable radio and listen to the Emergency Alerting System (EAS) for recommendations/directives, as required.
9. Buy backup power sources (batteries, generators, solar equipment, etc.). Always secure an alternate power/lighting source.
10. If you use a backup power source such as a portable generator, make sure that the main breaker or switch is in the open position so as not to back feed into the Power Company.

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ESF #13 – Law Enforcement and Public Safety

Primary Agency: Milford Police Department

Supporting Agencies:

Police Department

Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Corresponding DEOP Functional Annex(es):

ES1 – Law Enforcement Group

ESF Lead: Chief of Police

ESF DEVELOPMENT AND MAINTENANCE

The Milford Police Chief is responsible for maintaining this ESF.

The following will be conducted as necessary:

- 1 Training sessions to ensure all officers understand their role in ESF 13 during emergencies.
- 2 Participation in exercises and post-disaster critiques.

Authorities:

This ESF is issued in accordance with, and under the provisions of the Delaware Code Annotated, Title 20, Chapter 31, "Civil Defense", as amended, Title 7, Chapter 57, "Disaster Relief and Assistance", and the Federal Defense Civil Preparedness Guides, Part G, Chapter 5, Appendices 1 through 21

References:

Federal Civil Preparedness By, Part A through H.

Delaware EOP, ESF 13 and the City of Milford's EOP Basic Plan Delaware Code, Charter of the City of Milford, contained in

Chapter 726, Volume 57, Laws of Delaware, entitled "An Act Changing the Name of the Town of Milford to 'The City of Milford' and Establishing a Charter Therefore."

Delaware Emergency Operations Plan (2017)

Please see Kent County EOP Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and SEOP and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

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To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate

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- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees
- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

The purpose of this ESF is to provide for effective coordination of law enforcement operations by the Milford Police Department to protect the lives and property of the citizens of the City of Milford and to enforce the laws of the City and the State of Delaware.

Scope

This Annex applies to all departments identified by the City as having a primary or support responsibility to ensuring the safety and security of residents and visitors, responders and officials working in the City, and recovery efforts after the hazard or disaster event.

II. Situation and Assumptions

Situation

Dover, the capital of Delaware, is near Milford and is in Kent County. Because Dover is the seat of State Government, it could become a HIGH PRIORITY TARGET for terrorist activity, riots/civil disturbances, demonstrations, Weapons of Mass Destruction, etc. Additionally, for the Dover Air Force Base, in addition to other high profile, mass-gathering attractions, such as Dover Downs Hotel and Casino, Harrington Raceway and Casino, and Dover International Speedway, the possibility of a terrorist or WMD attack must be considered.

Other high priority transportation targets include: US Routes 13, 113 and Route 1 - all major highways in Delaware that run near Milford and through Kent County, and intersect in Dover, at various locations. The intersection of these roads has the potential for major traffic backups and supply chain disruption in the event of damage or even evacuation, especially an evacuation that involves Sussex County or the Maryland Eastern Shore.

Special consideration may also need to be given to the J. Edward Morris Correction Facility, which houses prisoners, and is located in Dover. The Delaware State Police (DSP) and Dover police departments also have jurisdiction in this prison and can be called in for assistance.

The City of Milford Police Department can be dispatched, through Mutual Aid, to respond to these possible emergencies by the State Police Emergency Dispatch Center. Please note that the Milford Police Department has their own dispatch capabilities and have the capability to communicate directly with the SEOC and KEOC.

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There are other law enforcement type agencies within the State which may be utilized in emergencies and disasters including:

Fire Police

The Fire Police is charged with the responsibility of securing the area, directing/rerouting traffic, etc. They may work with the police, and have limited power of arrest. The Fire Police is under the control of the Fire Officer-in-Charge (OIC). The Fire Police in Delaware is a good source for personnel familiar with traffic control and securing affected areas. The Fire Police is dispatched from the County Emergency Dispatch Center.

Capitol Police

The Capitol Police are a law enforcement agency for Delaware State Government property, but are empowered for law enforcement Statewide. The Capitol Police has their own dispatch or can be dispatched by SusCom and/or KENTCOM.

National Guard

The National Guard can be used to supplement law enforcement activities including traffic control, security, evacuating people, etc. Utilization of the National Guard as a resource would involve the DEMA.

DNREC Marine and Environmental Police, Game Wardens, and Park Rangers

DNREC Marine and Environmental Police, Game Wardens and Park Rangers are uniformed enforcement agencies who go through similar training academies as the other police departments in the State. These agencies have Statewide arrest power and maintain their own communications systems. They could be utilized during emergency situations to supplement law enforcement activities including traffic control, security, etc.

Utilization of these agencies will be requested through DEMA. Mutual Aid Law Enforcement Agreements exist between the State, Kent County, City of Milford and out of State Law Enforcement Agencies. Each of these Agencies has the capability of processing communications using the 800 MHz System.

Assumptions

1. Some situations may strain the manpower limits of the Milford Police Department.
2. Authority for Law Enforcement Departments to operate outside their jurisdictions is granted via Mutual Aid Agreement or by the Police Chiefs of the jurisdictions on a case-by-case basis.
3. It is assumed that outside Law Enforcement Agencies, such as the National Guard, Fire Police, etc. will be available to supplement Law Enforcement capabilities should the regular agencies exhaust their resources or manpower.

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III. Concept of Operations

General

In time of major emergency, law enforcement agencies may be called upon to perform a wide range of functions including, but not limited to: warning and evacuation of persons; door-to-door notification or route alerting; search, rescue, and recovery; emergency transportation; emergency communications; control of disaster site access; looting control; crowd control and emergency traffic control. In general, unless under extreme emergency, prisoners will be confined to their existing cells. In an emergency affecting the facility, prisoners will be transported to other prisons and holding cells in the Delaware State Prison System.

Basic Law enforcement activities under disaster conditions are the responsibility of the local law enforcement agency with daily jurisdictions over the disaster area. Law enforcement assistance units supplied by other levels of government will remain under the command of their parent agency but will coordinate with and serve in conjunction with the local enforcement. Supplemental State assistance to local law enforcement agencies in disaster situations will be requested through DEMA by the Counties' EOCs.

Phases of Emergency Management

In order to properly detail the operations of the City during an emergency event, responsibilities will be divided into four (4) categories: 1) Mitigation; 2) Preparedness; 3) Response; and 4) Recovery. Operational responsibilities during each phase are described below.

Mitigation

- Ensure informal and formal mutual aid agreements exist between law enforcement agencies in Delaware, and in some cases, with out-of-state law enforcement agencies.
- Review and update mutual aid agreements.
- Review and update personnel and equipment rosters, process the need for traffic control to include the need for more resources.
- Develop and conduct in-service training program concerning the potential hazards to which the City of Milford is exposed.
- Identify critical City facilities and possible locations that may require special security arrangements.
- Develop and maintain rosters of trained personnel and equipment.

Preparedness

- Review and update mutual aid agreements.
- Review and update personnel and equipment rosters, process the need for traffic control to include the need for personnel, barricades, workers, signs, and emergency lighting. Report any concerns to the City's EOC or to the Emergency Dispatch Center, who will notify the appropriate EOC.
- Review and update all emergency plans SOPs.

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- Conduct specialized training for personnel to deal with special emergency situations.
- Participate in tests, drills, and exercises, which test law enforcement response and backup capabilities.

Response

- Establish and maintain effective control of the situation and participants, in an effort to establish law and order.
- A representative from State Police and any other affected Police Department or Law Enforcement Agency reports to the appropriate EOC, when requested.
- Suspend all non-essential enforcement activities, when appropriate.
- Call in additional law enforcement personnel and resources, as needed. Request assistance from mutual aid law enforcement agencies, as required.
- Coordinate task assignments and personnel relief. Insure 24-hour response capability, when required.
- Provide patrol vehicles equipped with public address systems to personnel to conduct alerting, warning, and evacuation functions.
- Provide patrol vehicles and equipment necessary to facilitate traffic control and security. During an evacuation, position tow trucks and other traffic control measures to ensure the flow of traffic.
- Coordinate with the EOC to provide appropriate security and traffic control for:
 - EOC
 - Evacuation routes
 - Shelters
 - Evacuated areas
 - Restricted periods
 - Critical facilities and locations
- Procure and distribute passes to authorized personnel to allow for passage into restricted areas.
- Report observed road conditions, emergency situations, observed damage, etc., to the appropriate EOC.
- Arrange for or assist the State Department of Corrections with the relocation of inmates in correctional/prison facilities, when necessary.
- Maintain accurate accounting records of the resources and DOCUMENTED expenses incurred during the incident:
 - Hours and manpower used
 - Hours of equipment used
 - Expenses incurred while using equipment
 - Damages
 - Event logs

Recovery

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- Maintain emergency call enforcement operations for as long as necessary during return to normalcy. Coordinate through the City and/or county EOC the scaling down and/or phasing out emergency operations.
- Provide traffic control, security pass system for re-entry of evacuees, and work through the EOC.
- Assess any possible injury/exposure to law enforcement personnel to appropriate actions.
- Perform maintenance checks on all vehicles and equipment and make arrangements for repairs/replacement, as necessary.
- Return all personnel from mutual aid agencies to their normal jurisdictions.
- Return all outside assistance, i.e. National Guard, Fire Police, etc. to their normal duties by phasing out their area of responsibility in the disaster response.
- Undertake a damage assessment of the Police Departments property, equipment, and systems to include a dollar estimate of the damage, filing appropriate reports as requested.
- Prepare a listing of DOCUMENTED expenses including:
 - Equipment used and duration of use.
 - Expenses incurred during use of personnel or equipment.
 - Injuries to personnel and/or damages to equipment.
 - Other documented expenses, per discussion with EOC.
- Report these findings to the City EOC.

NOTE: All key players should participate in the disaster critiques and propose revisions to the Milford Emergency Operations Plan.

IV. Organization and Assignment of Responsibilities

Organization

Emergency disaster operations for law enforcement providers parallel those daily operations with the addition of other law enforcement providers. Command of law enforcement activities during emergency operations will remain with the Chief of Police or OIC of the affected jurisdiction. Law enforcement activities during a disaster should be coordinated through the appropriate EOC. Command of outside mutual aid law enforcement personnel will remain with each responding department's organization and/or OIC. However, assignments and responsibilities will be channeled down their chain of command from the Chief of Police or OIC from the affected jurisdiction.

Assignment of Responsibilities

Roles and responsibilities of key departments and personnel are discussed below.

Chief of Police or Officer-in-Charge from the affected jurisdictions

- Reports or sends a liaison to the City and County EOC, when necessary.
- Initiates disaster plans and SOPs.

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- Calls any additional personnel and ensures 24-hour staffing capability.
- Requests assistance from law enforcement agencies, as necessary.
- Cancels non-essential law enforcement events, activities, and projects.
- Identifies areas affected by the disaster, critical City and County facilities, etc. that may need special security. Set up the pass system, control access to the scene.
- Identifies traffic routes affected by the disaster, evacuation effort, etc. that may need special traffic control operations.
- Provides patrol vehicles equipped with public address systems and personnel to conduct alerting, warning, and evacuation functions.
- Ensures that law enforcement operations are coordinated through the EOC and observed emergency situations, road conditions, damages, etc. are reported to the EOC.
- Returns all outside assistance, i.e. National Guard, Fire Police, by phasing out their area of responsibility.
- Returns all personnel from mutual aid agencies to their normal jurisdictions.

Responding Mutual Aid Law Enforcement Agencies

- Responding mutual aid law enforcement agencies should assist with emergency law enforcement operations in coordination with the Police Chief or OIC of the affected jurisdiction.
- Depending on the extent of the disaster, the Mutual Aid Law Enforcement Agencies may be asked to send a representative to the County EOC.

All Law Enforcement Agencies

- Develop and maintain disaster plans, SOPs, Mutual Aid Agreements, etc.
- Develop and maintain personnel call-in lists and resource/equipment rosters.
- Ensure that personnel are appropriately trained and drilled for their response in a disaster.
- Ensure maintenance checks on vehicles and equipment are performed, arrangements are made for repair/replacements as necessary, and supplies and equipment are maintained in operational readiness.
- Undertake a damage assessment of the Police Department's property, equipment, and systems to determine a dollar estimate of the damage, and filing appropriate reports when requested.
- Prepare a listing of expenses including:
 - Equipment used and duration of use.
 - Expenses incurred during use of personnel or equipment.
 - Injuries to personnel and/or damages to equipment.
 - Other documented expenses, per discussion with EOC.
 - Report these findings to the Sussex or Kent County EOC.
- Ensure all key players participate in post-disaster critiques, drills, and tests. Propose revisions to the City of Milford EOP.

Delaware State Police

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In addition to the above-mentioned activities, the State Police may be involved with the following:

- Implementation of their pass system.
- Notification of the next-of-kin in conjunction with the State Medical Examiner.
- Implementation of the Victim Assistance Program.
- Assist Department of Corrections with the evacuation of prisoners from prison/institutions, when necessary.
- May accompany Damage Assessment Teams to provide the teams with visible authority.

NOTE: For further information on State Police Responsibilities during a disaster, please see the DEOP.

V. Direction and Control

Basic law enforcement activities under disaster conditions are the responsibility of the local law enforcement agency with daily jurisdiction over the disaster area. Law enforcement assistance units supplied by other law enforcement agencies will remain under the command of their parent agency but will coordinate with and serve in conjunction with the City of Milford Chief of Police.

The City and Counties' EOCs will help coordinate law enforcement activities and will assist with securing outside resources, when necessary. Supplemental State assistance to local law enforcement agencies in disaster situations will be requested from the Kent or Sussex County Division of Emergency Management and/or Operations, through DEMA.

VI. Continuity of Government

The line of succession for all law enforcement agencies depends on the chain of command of that particular agency. The line of succession of police authority in Milford is as follows:

- a. Chief of Police.
- b. Deputy Chief of Police (Captain).
- c. Operations Division Commander.

When activated, the County EOC will serve to coordinate all law enforcement activities in the County. Milford police department will operate from their station. If unusable, an alternative will be the City Utilities Building. All communications records are stored. All vital law enforcement activities will be maintained during emergencies.

For the Delaware State Police the lines of succession are provided below.

- a. Secretary of the Delaware Department of Safety and Homeland Security.
- b. Deputy Secretary of Safety and Homeland Security.
- c. Superintendent of the State Police.
- d. Operations Officer for the County Effected (usually the rank of Major).
- e. Troop Commander (Usually the rank of Captain).
- f. Operations Lieutenant of the Troop in the affected area.
- g. On Scene Officer-in-Charge (Usually the rank of Sergeant).

Note: Each responding agency is tasked to develop lines of authority at least three deep to ensure 24-hour response/representation capability.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

VII. Administration and Logistics

The chain of command of each law enforcement agency ensures that law enforcement or other responsibilities outlined in this ESF are executed in an orderly and efficient manner. Each agency with law enforcement or other responsibilities as outlined in this document is tasked with ensuring that there is adequate preplanning, personnel, training, mutual aid agreements, communications capabilities, resources/supplies, 24-hour staffing capability, etc. before the disaster occurs.

Each agency with the law enforcement or other responsibilities as outlined in this document will ensure that expenses incurred in a disaster are documented and provided to the appropriate County upon request. Mutual aid agencies committing their personnel will be responsible for their personnel, equipment, etc.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

ESF #14 – Needs and Damage Assessment

Primary Agencies: City and Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Supporting Agencies: American Red Cross, Local Fire Departments, GIS, Inspections, Planning and Zoning Department, Engineering, Parks and Recreation

Corresponding DEOP Functional Annex(es):

- PL3 – Damage Assessment Group.
- IN1 – Public Works Group.
- IN2 – Building and Codes Group.
- RM1 – Public Assistance Group.
- RM2 – Debris Management Group.
- RM3 – Individual Assistance Group.

ESF Leads: Chief of Police, Kent County Director of Public Safety and the Director of Sussex County Emergency Operations

Authorities:

Delaware Code, Title 18, Title 20; Chapter 31. 2. DOD Directive 3025.1, Use of Military resources During Peacetime Civil emergencies within the U.S., Its Territories and Possessions. National Guard Regulation 500.1, Military Support to Civil Authorities. Delaware National Guard Operation Plan

References:

Delaware Emergency Operations Plan, and the City of Milford’s EOP Basic Plan
Delaware Code, Charter of the City of Milford, contained in
Chapter 726, Volume 57, Laws of Delaware, entitled “An Act Changing the Name of the Town of Milford to ‘The City of Milford’ and Establishing a Charter Therefore.”

Delaware Emergency Operations Plan (2017)

Please see Kent County EOP, Basic Plan and the ESF and HSA annexes (2020) as well as the HMP Update 2021 and Annex A- Mitigation, Annex B-Preparedness, Annex C-Response and Annex D-Recovery (2017) and the 2016 HMP Update.

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To ensure that this ESF is properly maintained, it should:

- Be reviewed at least annually with the personnel holding positions identified in the ESF as having responsibilities
- Ensure that the Annex is updated, as appropriate
- Ensure that training sessions concerning the Annex are conducted for appropriate staff/employees

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- Ensure all emergency staff/personnel participate in post-disaster critiques as necessary and drills as appropriate and
- Ensure all relevant staff participates in exercises and drills, if possible.

I. Purpose and Scope

Purpose

This Annex is developed to establish a cooperative effort, procedures, and guidelines to assess human needs and the extent, type, and degree of property damage inflicted by a given disaster or emergency. To establish a framework for assessing and reporting human needs and property damage information to the City, Counties (Sussex and Kent) and DEOC during a disaster operation.

All agencies are expected to conduct a thorough needs/damage assessment of their own facilities and assets following a disaster. These results should be forwarded to the appropriate EOC for submission to DEMA, for inclusion in any human needs and property damage summaries used to request assistance from the Federal government.

Additionally, this ESF prioritizes all requests for assistance and allocates available resources based upon mission priorities as established by DEMA. This provides a framework for the requisitions, mobilization, and operations of military support through the Delaware National Guard in times of an emergency, disaster, and/or civil unrest.

Scope

This Annex applies to all departments identified by the City as having a primary or support responsibility to ensuring the completion of initial, and comprehensive damage and needs assessments, for the benefit of residents and visitors in the City, responders and officials working in the City and Counties, and recovery efforts after the hazard or disaster event.

II. Situation and Assumptions

Situation

Catastrophic disasters will result in widespread damage or total loss of existing civil infrastructure. There will be a significant loss of dwellings, structures, and widespread displacement of people. Local and State authorities will require additional assistance and may include a request for Federal assistance.

In order to fully determine the magnitude of the disaster on the population and provide an immediate and effective response, a human needs and property damage assessment will be conducted as soon as possible following a major or catastrophic disaster.

When a disaster or an emergency occurs, human needs and both public and private property damage assessments will be required for each affected area to determine the extent of damage. This information will provide a basis for proper response and recovery operations. The timely and accurate assessment of this information is essential. However, the acquisition and processing of this information assumes a secondary role

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relative to the performance of life- and property-saving measures at both the City, County and State level.

Human needs and property damage assessments are primarily a local responsibility. A natural disaster or other significant event may cause property damage and may be of such severity and magnitude as to require State response assistance to save lives and protect property. State assistance may be requested when City and county resources are depleted, when the City and county governments lack technical expertise to perform such functions, or when State property and/or resources are involved.

Many citizens may have uninsured event related damage to their homes, business, etc. and will need additional help. The magnitude of an event may require the State EOC to be activated to help coordinate insurance response and recovery operations. The State Office of the Insurance Commissioner will work with the Office of the Governor and DEMA to help coordinate insurance response and recovery operations, as necessary.

Affected property owners will usually handle responsibility for debris removal, i.e. State agencies are responsible for State property, County for County property City for City property. The following agencies are responsible, based on varying scenarios:

- Delaware Department of Transportation - if on State roads.
- Municipal Transportation Departments – if on municipal roads (in municipalities that have their own transportation department).
- Department of Natural Resources and Environmental Control – if in State parks.
- County and City Parks and Recreation Department – if in county or City parks.
- Property owner – if on private property.

Assumptions

- The City and Counties' EOCs will be operational.
- Needs and damage assessment activities will be performed secondarily to life- and property saving response actions following a disaster.
- Initial situation assessment and preliminary needs and damage assessment information at the local level is critical for making a determination if State and Federal response and recovery assistance is needed.
- Damaged areas may have restricted access and may not be readily and immediately accessible.
- The term “assessment” or “needs and damage assessment” will include human needs and private and public property damages.
- Post-disaster human needs and property damage assessment are an ongoing process as needs cannot be fully determined in the initial response phase of a major or catastrophic disaster.
- In the wake of a disaster, many of the local resources may be unavailable due to damage, inaccessibility, or inadequate supply.
- An Insurance Assessment Team (s) may be formed, trained, and deployed to examine known damaged areas. These Teams can, if necessary, be escorted by Police/Military/National Guard personnel. Additional components may be assigned, such as emergency management and environmental personnel, etc.

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- ESF 15 Assessment Teams may have difficulty initially relaying information to the City, County or State EOC. With large scale situations, an event insurance website linked to the DEMA website (www.state.de.us/dema) will be set up to relay the most currently available information to involved organizations.
- All Delaware National Guard assets are available for a State mission. It is understood that Federal wartime missions of the U.S. Department of Defense (DOD) takes priority over State missions.
- When possible, the Governor issues an Executive Order (EO) prior to a catastrophic disaster authorizing the Adjutant General to call to active duty those personnel necessary to support the State's response and recovery efforts. Some forces may be staged in and around the anticipated disaster area prior to occurrence.
- Damage Assessment Teams (DATs) will be deployed from the State EOC to the disaster area(s) by land or air, as appropriate. The DATs will perform human needs and property damage assessment.
- Restoration and/or preservation of law and order (ESF 13, Security and Law Enforcement) will be a priority mission of the Delaware National Guard immediately following a major or catastrophic disaster.

III. Concept of Operations

General

The City of Milford, Sussex and Kent Counties seek to provide comprehensive needs and damage assessment in communities affected by hazards/disasters. This ESF helps foster positive relationships with government, community, and organization-based leaders, assess critical and other emergency needs, explore solutions, set realistic expectations, work cooperatively to resolve problems, and support the recovery process. This ESF works closely with the FEMA and State Disaster Field Office officials and program leaders to address community and individual concerns, as well as coordinate community meetings, casework referrals, and to bring field issues to satisfactory closure.

Phases of Emergency Management

In order to properly document the operations of the City during an emergency event, responsibilities will be divided into four (4) operational categories: 1) Mitigation; 2) Preparedness; 3) Response and 4) Recovery. Operational duties during each phase are described below.

Mitigation

- Train personnel in emergency procedures.
- Participate in hazard analysis and identify vulnerabilities.
- Initiate mutual aid agreements with neighboring jurisdictions.
- Identify local private contractors who can provide support during emergencies.
- Acquaint them with emergency plans and procedures.
- Review and update emergency plans.
- Participate in tests, drills and exercises which improve response during disasters.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

Preparedness

Each City department with resource responsibilities should designate an EOC representative who is capable of coordinating the deployment and acquisition of resources. The City EOC should identify available resources. Departments and other organizations who respond to the EOC should notify the EOC of resources which are available.

- Revise mutual aid agreements and/or MOUs with local jurisdictions for procuring resources.
- Maintain understanding with DEMA concerning the availability of State resources.
- Review emergency purchasing procedures with possible providers of emergency resources. Review procedures for the ability to request these resources on a 24-hour basis.
- Ensure that City departments and other EOC organizations maintain their resources in operable condition. All Department Heads notified should check operational capability and prepare emergency equipment and facilities within their jurisdiction.

Response

The City Manager will determine whether or not the disaster or emergency warrants opening up the EOC. Staff assignments will vary according to incident. Following the activation of the EOC it is the responsibility of the Police Department to notify the Department Heads and other key players needed to respond to the EOC for the disaster.

- Once the Department Heads and other key players have been notified, it is their responsibility to ensure 24-hour representation at the EOC and to call in and/or put on alert, needed personnel from their organizations.
- All respondents to the EOC are required to keep a telephone/activity log on a form provided.
- If Salem I, Salem II, or Hope Creek Nuclear Power generating stations notify the City or County EOCs or the Emergency Dispatch Center of an event, the "Initial Contact Message Form" provided by DEMA, should be used.
- In addition to the other sources of information, TV and radios are available in the EOC to supplement the information being received.
- The City EOC will call in contracted vendors including Verizon, Motorola, etc. to maintain and repair communication equipment, as needed. Maintain and compile a listing of DOCUMENTED expenses including:
 - Equipment used and duration of use;
 - Expenses incurred during use of personnel or equipment;
 - Injuries to personnel and/or damages to equipment;
 - Other documented expenses, per discussion with EOC.

Recovery

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

- Maintain emergency call enforcement operations for as long as necessary, during return to normalcy. Coordinate through the EOC the scaling down and/or phasing out emergency operations.
- Assess any possible injury/exposure to response personnel.
- Perform maintenance checks on all vehicles and equipment and make arrangements for repairs/replacement, as necessary.
- Continue to track the deployment of resources that are currently being utilized and continue to assist the priorities of scarce resources.
- Return all personnel from mutual aid agencies to their normal jurisdictions.
- Return all outside assistance, i.e. National Guard, Fire Police, etc. to their normal duties by phasing out their area of responsibility in the disaster response.
- All activities initiated in the response phase will continue until emergency communications are no longer required.
- Each department will undertake a damage assessment of their emergency communications property, equipment and systems, including dollar estimates of any damage sustained during the emergency.
- Each department will notify appropriate vendors to repair equipment, as necessary.
- The City EOC will make recommendations to improve the communications response through training and/or by modifying the procedures.

NOTE: All key players should participate in most disaster critiques and revise the Milford Emergency Operations Plan if appropriate.

IV. Organization and Assignment of Responsibilities

Organization

The Damage Assessment Annex will be led by the Planning and Zoning Department assisted by the Police Department. Additional assistance may be provided by Fire, Facilities, and Engineering Departments. Also, the Delaware National Guard, and the ARC. Support agencies will provide assistance to the City of Milford and provide additional resources for Transportation operations. All ESF agencies will track the use of their resources for both internal budgeting and potential FEMA reimbursement in the event of a declared emergency.

Assignment of Responsibilities

- Fire Department - Share information on impacted sites, i.e. location, maps, etc.
- Engineering - Assist with collecting local needs and damage assessment information.
- American Red Cross - Assist with collecting local needs and damage assessment information for municipalities and areas within their jurisdictions. Share information on impacted sites, i.e. location, maps, etc.

V. Direction and Control

If the emergency or disaster is fairly large-scale, the City and Counties EOCs are opened, the evacuation will be coordinated from the appropriate EOC. If the aforementioned conditions are not present, the on-scene authority (fire or police OIC) will lead operations.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

The City Manager or designee has the overall responsibility of setting emergency operational priorities when resources are limited and authorizing emergency purchases (according to established procedures) to address the priorities.

City Department Directors who are providing resources are responsible for suspending services within their respective departments and redirecting resources to support essential services in emergency activities. Directors are responsible for coordinating emergency activities within their respective departments and to represent their departments at the EOC (if requested to report).

Department Directors have the responsibility for setting departmental priorities when resources are limited and for implementing departmental emergency procedures (according to authorized procedures).

VI. Administration and Logistics

The City EOC ensures that overall Needs and Damage Assessment activities and responsibilities are executed in an orderly and efficient manner. The chain of command of each department providing resources ensures that the activities and responsibilities of its organization are executed in an orderly and efficient manner. Each department is responsible for requesting additional resources, personnel, equipment, and mutual aid assistance, when necessary.

Each agency is tasked to develop and maintain mutual aid agreements and lists of contractors who may be needed to supplement supplies and capabilities in times of disaster. Each department ensures that resource inventory for the organization is developed and maintained and that equipment is kept in a state of readiness, through scheduled inspections and testing.

Each organization with responsibilities after the disaster, submits a listing of DOCUMENTED expenses if requested. These reports will be used to evaluate the response to keep track of any resources, which have been used in the process.

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City of Milford's Emergency Operations Plan, Appendix A - Emergency Support Functions (ESF 1-14)

Cash Reserve Policies
Draft Revision 01
May 10, 2021

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Background

Authority

The Financial Procedures outlined in Article VI of the Charter of the City of Milford specify the responsibility of City Council to approve the Operating Budget and Capital Program, which implicitly includes changes in financial policy. In connection with the budget formulation and presentation to Council for approval, the City Manager is responsible for proposing and explaining changes to financial policies¹. The following policies, if approved, will impact the Operating Budgets and Capital Programs that follow.

Policy Objectives

These Cash Reserve Policies were developed in an effort to meet the following objectives:

1. To **identify** and **define** those attributes of the City's major governmental, enterprise and special purpose cash reserve funds most critical to the development of the City's annual operating budget and Capital Improvement Plan (CIP).
 - a. Initial funding sources
 - b. replenishment funding sources and timing
 - c. permitted and intended uses of funds, and
 - d. minimum balance targets
2. To **serve a reference guide** to
 - a. the City's elected officials responsible for authorizing the annual budget and CIP
 - b. the staff responsible for developing and implementing the annual budget and CIP
3. To **improve the City's internal control environment** through best practices in
 - a. long-term financial management
 - b. capital asset utilization, efficiency and safety

¹ [Milford City Charter, Article VI. – Financial Procedures](#)

Justification of Need

The Government Finance Officers Association (GFOA)² recommends that governments establish formal policies to address the maintenance of unrestricted fund balances, including the identification of minimum cash reserves, acceptable uses of reserves, replenishment methods and timing, and the policy impacts to the budget process³, such as rate-driven revenue budgeting.

Milford City Council and City Management have demonstrated decades-long agreement with GFOA recommended practices, as evidenced by the establishment and maintenance of no less than a dozen separate reserve accounts across the governmental, enterprise and special purpose funds.

Council publicly embraced this guidance in 2017 through its strategic planning process, having identified *the achievement and maintenance of fiscally-sound balances and reserves for all of the City's various funds* a key strategy in support of its fiscal responsibility objectives⁴.

On November 17, 2020, City Council held a public Council Workshop / Retreat⁵ to address emerging issues and topics related to the City's financial management, during which a framework for the establishment of formal reserve policies was discussed. The City Manager and Finance Director were charged with drafting and recommending formal reserve policies consistent with the concepts discussed during the workshop.

² The GFOA, a non-profit, multi-national educator and advocate for government financial management professionals, strives to promote excellence in state and local financial management through best practice guidance and distribution of government finance and accounting subject-matter expertise <https://www.gfoa.org/membership>

³ <https://www.gfoa.org/materials/fund-balance-guidelines-for-the-general-fund>

⁴ *Press Play: Vision 2023 Strategic Plan for the City of Milford, Delaware*, p.28
<http://cityofmilford.com/DocumentCenter/View/2555/2017-Strategic-Plan-FINAL?bidId=>

⁵ <https://www.cityofmilford.com/ArchiveCenter/ViewFile/Item/3191>

Approval History

Draft Revision 00 – January 11, 2021

This revision of the policy existed in draft form and was reviewed only topically by the Finance and Public Works Committee on January 11, 2021. It was removed from the Council agenda with direction to staff to incorporate vehicle and equipment replacement reserve funding into the Policy.

Draft Revision 01 – May 10, 2021

This revision of the policy supersedes revision 00 and remains in unapproved draft form. The updated draft is scheduled for review by the Finance and Public Works Committee and City Council on May 10, 2021.

Council Approved Revision 01

This paragraph of the policy document is reserved for the first revision formally approved by City Council, which will supersede previous policy revisions.

Periodic Review Requirement

The Minimum Cash Requirements (MCRs) identified throughout this Policy are based on formulas with variable inputs to allow the MCRs to vary with changes in economic conditions over time. The City Manager's annual budget presentation to Council shall include any changes in MCRs due to the incorporation of the most recently completed independent financial statement audit. City Management may also use unaudited, pro forma financial statement data where appropriate or necessary to accomplish goals unique to each annual budget. For the foregoing reasons, this Policy sets forth no mandatory requirement for periodic review or approval by City Council or any subcommittee of Council. However, changes to a formula or any other substantive changes in the Policy language must be approved by City Council. Minor grammatical errors and formatting inconsistencies may be corrected by City Management without City Council approval.

Policy Summary

The most critical components of this Policy are the *Minimum Cash Requirement (MCR)* & *Equipment Replacement Reserve (ERR)*, which identify the minimum target level of unassigned cash reserves for each reserve account. “Equipment” is intended to mean “Vehicles & Equipment.” This section of the Policy identifies the formula and variable inputs for each MCR/ERR, exhibits the calculated MCR/ERR based on the most recent financial statement data⁶ and summarizes intended uses of funds.

Fund Type	Reserve	Intended Uses	MCR Formula	MCR (\$000)
Governmental Funds	General Fund	Governmental Capital Spending	45d PY GF \$OpEx	\$ 1,358
	GF Equip Repl	Governmental Vehicles & Equipment	PY Veh & Equip Deprec	772
Special Revenue Funds (Governmental)	RTT	Governmental Capital Spending	Avg Receipts - Trailing 5 FYs	912
	MSA	Street Improvements & Repair	No minimum (\$0)	-
	PD	Police Facility Upgrades	No minimum (\$0)	-
	CFC	Carlisle Fire Co Capital Spending	No minimum (\$0)	-
	GI	Governmental Capital Spending	No minimum (\$0)	-
	ED	Economic Development Initiatives	No minimum (\$0)	-
Enterprise Funds	Electric	Electric Capital & Infrastructure	45d \$OpEx + 56d Whl Pwr + DSR + 5% BVA + 3% HVA + 20% CIPxV/E	6,329
	Elec V/E Repl	Electric Vehicles & Equipment	Max of Next FY V/E CIP, 20% V/E CIP	97
	Water	Water Capital & Infrastructure	45d \$OpEx + DSR + 1%HVA + 20% CIPxV/E	2,333
	Water V/E Repl	Water Vehicles & Equipment	Max of Next FY V/E CIP, 20% V/E CIP	101
	Sewer	Sewer Capital & Infrastructure	45d \$OpEx + KCo + DSR + 1%HVA + 20% CIPxV/E	3,327
	Sewer V/E Repl	Sewer Vehicles & Equipment	Max of Next FY V/E CIP, 20% V/E CIP	235
	Solid Waste	Solid Waste Capital	45d \$OpEx + DSR + 3%HVA + 20% CIP xV/E	178
Impact Fee Reserves	SW V/E Repl	Solid Waste Vehicles & Equipment	Max of Next FY V/E CIP, 20% V/E CIP	239
	Electric I/F	Elec Infra / Capacity Expansion	No minimum (\$0)	-
	Water I/F	Water Infra / Capacity Expansion	No minimum (\$0)	-
	Sewer I/F	Sewer Infra / Capacity Expansion	No minimum (\$0)	-

Notation	Meaning	Notation	Meaning
d	Pro-rata portion in days of annual amt	I/F	Impact Fee
PY	Prior Fiscal Year	V/E	Vehicle & Equipment
FY	Fiscal Year	RTT	Realty Transfer Tax Fund
\$OpEx	Cash Operating Expenditures	MSA	Municipal Street Aid Fund
Whl Pwr	Annual Wholesale Power Purchases	GI	General Improvement Fund
DSR	Annual Debt Service Requirement	ED	Economic Development Fund
CIP	Cash portion of 5-year Capital Plan	CFC	Carlisle Fire Company Fund
HVA	Historical Value of Assets; COS Study “Historical Rate Base”	PD	Police & General Government Facilities Fund
BVA	Net Book Value of Assets; COS Study “PCA Premium”	KCo	Annual Total Kent County Sewer Treatment Charge

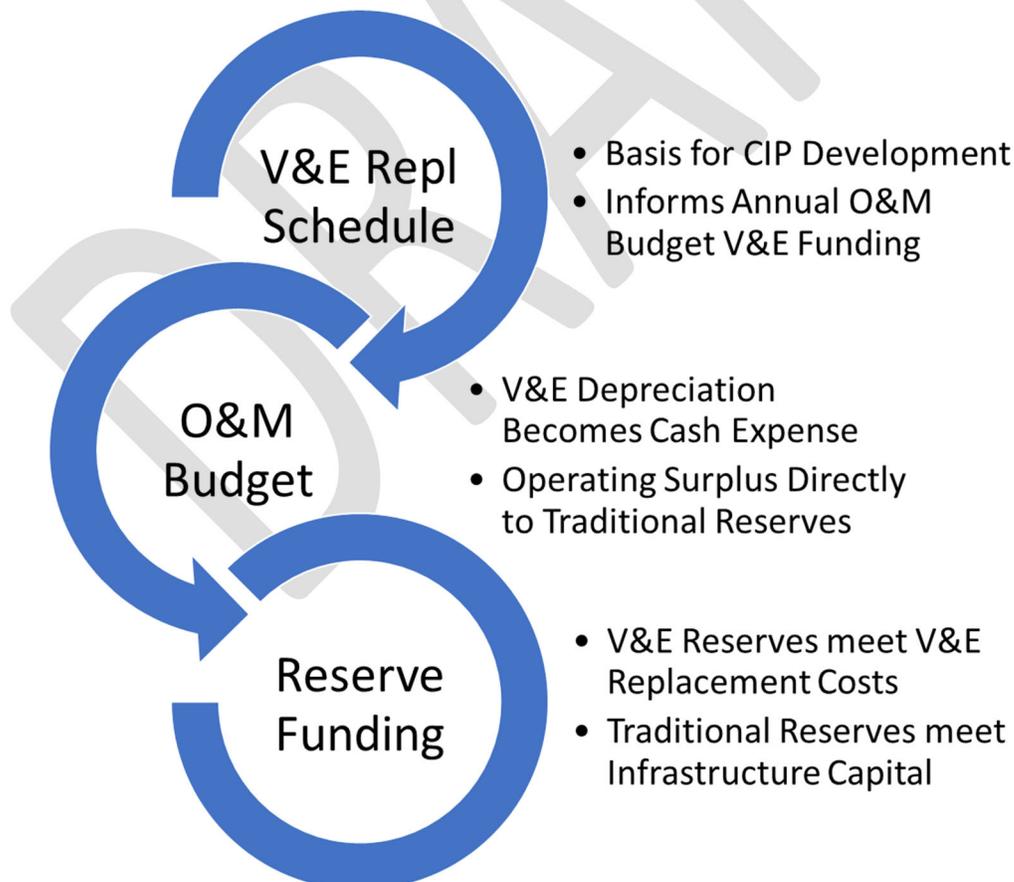
⁶ The calculated MCR/ERR shown in this table and throughout the Policy Document are not intended to serve as the static Policy thresholds; rather, the MCR/ERR formulas in each section capture the dynamic intent of the Policy and all values are for reference purposes only

Execution of Policy

This Policy will be executed jointly by the Public Works and Finance Departments with input from vehicle and equipment operators and supervisory staff, direction from the City Manager, and oversight by City Council.

Each year, in connection with the development of the upcoming fiscal year Capital Improvement Plan, the Public Works Department will update a comprehensive vehicle and equipment replacement schedule. The schedule will specify the vehicles and equipment that should be replaced in all five years of the CIP with replacement cost estimates. The combination of the CIP document and this Policy will guide the Finance Department in its preparation of the Operating Budget, which will include the annually recurring vehicle and equipment replacement funding as a cash operating expense as contemplated in this Policy. The replacement funding and the value of the upcoming year's scheduled replacements determines the magnitude of the draws on the City's Equipment Replacement Reserves, which are subject to the provisions of this Policy, further informing the CIP and Operating Budget with respect to any additional funding requirements or considerations.

The schematic below summarizes the intent of the Policy.



General Fund (GF) Reserves

Description

GF Reserves include all sources of funding that are required or intended to be used for general governmental purposes. This includes the existing “General Fund Capital Reserves” account, which consists of accumulated internal surplus funding generated by and set aside for future needs of the general governmental funds and departments of the City.

In this policy document, GF Reserves are broadened to include special purpose funds that are legally restricted to general governmental purposes by local, state or federal regulations, or otherwise committed or assigned to general governmental purposes by City Council. Such special purpose funds include the following existing funds:

RTT	Realty Transfer Tax Fund
MSA	Municipal Street Aid Fund
PD	Police & General Government Facilities Fund
CFC	Carlisle Fire Company Fund
GI	General Improvement Fund
ED	Economic Development Fund

Any funds created after the current revision of this Policy having local, state or federal restrictions for general government spending are intended to be included with and subject to the general provisions of this GF Reserves Policy section and if applicable, will be specifically enumerated in future revisions of the Policy.

General Fund Reserve Policy Summary:

Minimum Cash Reserve (MCR)	\$1,358,000
Equipment Replacement Reserve (ERR)	772,000
<hr/>	<hr/>
Total Minimum Reserve Balance	\$2,130,000

GF Capital Reserve

GF Capital Reserves consist of accumulated internal surplus funding generated by and set aside for future needs of the general governmental funds and departments of the City. However, the structural balance challenge faced by the General Fund resulted in the near depletion of the unassigned reserve balance. The formula specified in this Policy for the MCR and Equipment Replacement Reserve are far in excess of an amount that could be achieved by the internal operations of the General Fund within a reasonable time period. For that reason, the GF Capital Reserve MCR will be met in part by the assignment of a portion of the existing RTT reserve balance.

Target MCR Formula	1.5 Months (45 days) Prior Year GF Operating Expenditures
Intended Uses	Governmental Capital Spending
Acceptable Uses	Any Governmental Spending
Funding Source(s)	Accumulation of GF Operating Surpluses; Transfers In; RTT
Replenishment Timing	Up to five years
Replenishment Source(s)	Permanent or Temporary Property Tax Increase, Interfund Loan, Interfund Transfer, Debt Issuance

GF Equipment Replacement Reserve

GF Equipment Replacement Reserves have not been established prior to the approval of this Policy. The structural balance challenge faced by the General Fund prevented the specific assignment of the GF Capital Reserve balance to equipment replacement. The formula specified in this Policy for the MCR and Equipment Replacement Reserve are far in excess of an amount that could be achieved by the internal operations of the General Fund within a reasonable time period. For that reason, the GF Equipment Replacement MCR will be met in part by the assignment of a portion of the existing RTT reserve balance.

Target ERR Formula	Next Fiscal Year GF Vehicle & Equipment Replacement Costs
Intended Uses	Governmental Vehicles & Equipment
Acceptable Uses	Any Governmental Spending
Funding Source(s)	Capitalization of PY GF Vehicle & Equipment depreciation expense or a cash-basis, forward-looking proxy based on the GF Vehicle & Equipment Replacement Schedule; Accumulation of GF Operating Surpluses; Transfers In; RTT
Replenishment Timing	Up to five years
Replenishment Source(s)	Permanent or Temporary Property Tax Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Realty Transfer Tax (RTT) Reserve

RTT Reserve Policy Summary:

Minimum Cash Reserve (MCR) \$ 912,000

RTT are levied by the State of Delaware and collected upon settlement of real estate transaction settlements. Each County distributes a percentage of the tax to cities and towns for settlements occurring within municipal boundaries on a monthly basis. Despite the structural balance challenge faced by the General Fund and the annually recurring need to utilize current RTT receipts on operating and capital expenditures, the RTT Reserve has grown to a level sufficiently healthy to permit the establishment the recommended MCR in addition to the assignment of funding in support of both the GF Capital Reserve MCR and the GF Equipment Replacement MCR.

Target MCR Formula	Average Receipts in Trailing Five Fiscal Years
Intended Uses	Governmental Capital Spending
Acceptable Uses	Governmental Spending Authorized in State of Delaware Code
Funding Source(s)	RTT levied by State of Delaware; Processed by Counties monthly
Replenishment Timing	Up to five years
Replenishment Source(s)	RTT levied by State of Delaware; Processed by Counties monthly

Municipal Street Aid (MSA) Reserve

MSA Funding is appropriated by the State of Delaware Legislature in the annual Bond and Capital Improvement Act. In all but one of the last 20 years, an amount ranging from \$4 million to \$6 million has been appropriated and allocated to all Delaware municipalities on a pro rata basis of population and street mileage. Based on Milford's relative proportion of population and street mileage among Delaware's 57 municipalities in recent years, the City receives about \$45,000 of every \$1 million appropriated, or about \$270,000 in each of the last two fiscal years. Given the annual capital investment of \$800,000 per year required maintain the City's streets and roads, it is anticipated that 100% of all annual funding will be directed to ongoing street improvement projects and no funding will accumulate in the MSA reserve account. For that reason, the MSA Reserve is not subject to a MCR.

Target MCR Formula	N/A – No minimum (\$0)
Intended Uses	Annual Street Improvements & Repairs
Acceptable Uses	Street-related Operating and Capital Expenditures Authorized in State of Delaware Code
Funding Source(s)	State of Delaware Bond Bill Appropriation; Processed quarterly
Replenishment Timing	N/A – No minimum
Replenishment Source(s)	State of Delaware Bond Bill Appropriation; Processed quarterly

Other Special Revenue Funds

Other Special Revenue Funds were created by City Council and/or City Management with specific revenue sources and specifically assigned or committed uses. For that reason, none of the following reserve funds are subject to a MCR.

Police & General Government Facilities (PD) Fund

MCR Formula	N/A – No minimum (\$0)
Intended Uses	City of Milford Police Facilities & Other Police Capital
Acceptable Uses	Any Governmental Spending
Funding Source(s)	Percentage-based fee collected on building permits
Replenishment	N/A – No minimum

Carlisle Fire Company (CFC) Fund

MCR Formula	N/A – No minimum (\$0)
Intended Uses	Carlisle Fire Company Capital Projects, Vehicles and Equipment
Acceptable Uses	Carlisle Fire Company Capital Projects, Vehicles and Equipment
Funding Source(s)	Percentage-based fee collected on building permits
Replenishment	N/A – No minimum

General Improvement (GI) Fund

MCR Formula	N/A – No minimum (\$0)
Intended Uses	Government / Public Facilities & Improvements
Acceptable Uses	Any Governmental Spending
Funding Source(s)	Internal
Replenishment	N/A – No minimum

Economic Development (ED) Fund

MCR Formula	N/A – No minimum (\$0)
Intended Uses	Economic Development Investments & Initiatives
Acceptable Uses	Any Governmental Spending
Funding Source(s)	Internal; Lot Sales at Business Park
Replenishment	N/A – No minimum

Enterprise Fund Reserves

Enterprise Fund Reserves include all sources of funding that are required or intended for reinvestment in utility systems and infrastructure to support the safe, reliable and efficient delivery of utility services to all residential, commercial and industrial customers served by the City of Milford. This includes the existing Water, Sewer and Electric Reserve accounts, which consist of accumulated internal surplus funding generated by and set aside for the ongoing investment required to maintain the City's utility operations.

In this policy document, the existing MCRs in place for each enterprise fund as developed in the most recent independently developed Cost of Service (COS) studies will be separated into two distinct cash requirements:

1. Minimum Cash Requirement (MCR) to account for long-term capital planning and contingencies related to operations and infrastructure reinvestment, and
2. Equipment Replacement Reserve (ERR) to support the routine, scheduled replacement of vehicles and equipment as set forth in the City's Vehicle and Equipment Replacement Schedule, which is used to inform the vehicle and equipment expenditures in the current five-year Capital Improvement Plan (CIP).

Any differences in methodology between the COS studies and this Policy are disclosed in the individual Reserve Policy for each utility in the following sections.

Any funds created after the current revision of this Policy that are generated from the establishment of user rates in support of utility operations are intended to be included with and subject to the general provisions of this Enterprise Fund Reserve Policy section and if applicable, will be specifically enumerated in future revisions of the Policy.

Water Fund Reserve

Water Fund Reserve Policy Summary:

Minimum Cash Reserve (MCR)	\$2,333,000
Equipment Replacement Reserve (ERR)	101,000
Total Minimum Reserve Balance	\$2,434,000

The MCR and ERR developed for the Water Fund Reserve Policy are driven entirely by the most recent Cost of Service (COS) Study with no changes in methodology.

Water Fund Minimum Cash Requirement (MCR)

Target MCR Formula	45 days PY Operating Expenses excluding non-cash expenditures + Current Year Debt Service Requirement + 1.0% of Historical Rate Base, defined as Historical Value of Water System Fixed Assets + 20% of cash-funded CIP, excluding vehicles & equipment
Intended Uses	Planned Capital Investments in Water Systems & Infrastructure
Acceptable Uses	Any Water System Capital or Operating Expenditure
Funding Source(s)	Water Utility User Fees and Consumption Charges
Replenishment Timing	Up to ten years for most replenishment sources; up to five years if replenishment is debt issuance authorized by Council resolution
Replenishment Source(s)	Permanent or Temporary Water Rate Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Water Fund Equipment Replacement Reserve (ERR)

Target ERR Formula	Next FY Water Fund Vehicle & Equipment Replacement Costs
Intended Uses	Planned Replacement of Water Department Vehicles & Equipment
Acceptable Uses	Any Water System Capital or Operating Expenditure
Funding Source(s)	Water Utility User Fees and Consumption Charges
Replenishment Timing	Up to ten years for most replenishment sources; up to five years if replenishment is debt issuance authorized by Council resolution
Replenishment Source(s)	Permanent or Temporary Water Rate Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Sewer Fund Reserve

Sewer Fund Reserve Policy Summary:

Minimum Cash Reserve (MCR)	\$3,327,000
Equipment Replacement Reserve (ERR)	235,000
Total Minimum Reserve Balance	\$3,562,000

The MCR and ERR developed for the Sewer Fund Reserve Policy are driven entirely by the most recent Cost of Service (COS) Study with no changes in methodology.

Sewer Fund Minimum Cash Requirement (MCR)

Target MCR Formula	45 days PY Operating Expenses excluding non-cash expenditures + Current Year Debt Service Requirement + 100% of PY Kent County Passthrough Sewer Treatment Charge + 1.0% of Historical Rate Base, defined as Historical Value of Sewer System Fixed Assets + 20% of cash-funded CIP, excluding vehicles & equipment
Intended Uses	Planned Capital Investments in Sewer Systems & Infrastructure
Acceptable Uses	Any Sewer System Capital or Operating Expenditure
Funding Source(s)	Sewer Utility User Fees and Consumption Charges
Replenishment Timing	Up to ten years for most replenishment sources; up to five years if replenishment is debt issuance authorized by Council resolution
Replenishment Source(s)	Permanent or Temporary Sewer Rate Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Sewer Fund Equipment Replacement Reserve (ERR)

Target ERR Formula	Next FY Sewer Fund Vehicle & Equipment Replacement Costs
Intended Uses	Planned Replacement of Sewer Department Vehicles & Equipment
Acceptable Uses	Any Sewer System Capital or Operating Expenditure
Funding Source(s)	Sewer Utility User Fees and Consumption Charges
Replenishment Timing	Up to ten years for most replenishment sources; up to five years if replenishment is debt issuance authorized by Council resolution
Replenishment Source(s)	Permanent or Temporary Sewer Rate Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Electric Fund Reserve

Electric Fund Reserve Policy Summary:

Minimum Cash Requirement (MCR)	\$6,329,000
Equipment Replacement Reserve (ERR)	97,000
<hr/> Total Minimum Reserve Balance	<hr/> \$6,426,000

The MCR and ERR developed for the Electric Fund Reserve Policy are largely driven by the most recent Cost of Service (COS) Study. The following change in methodology was implemented for the Electric Reserve Policy:

- The provision for the loss of a large customer equal to \$1.2 million in the most recent COS Study was eliminated. The City of Milford is a full-requirements member of the Delaware Municipal Electric Corporation (DEMEC). Full-requirements members are indirectly protected against the loss of a large customer. The Electric Fund will certainly be impacted by the loss of a large customer, but only to the extent of the lost gross margin attributable to the customer, and only for the remainder of the current fiscal year. The City is protected from the far greater potential impact of being “long” in its power supply position (power purchase commitments exceed customer demand), which exposes risk of financial loss due to the disposition of the excess power in the competitive market. As such, this Policy excludes the lost customer component from the MCR calculation.

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Electric Fund Minimum Cash Requirement (MCR)

Target MCR Formula	45 days PY Operating Expenses excluding non-cash expenditures + 56 days Current Year Wholesale Power Purchases + Current Year Debt Service Requirement + 3.0% of Historical Rate Base, defined as Historical Value of Electric System Fixed Assets + “PCA Premium,” defined as 5.0% of Net Book Value of Electric System Fixed Assets + 20% of cash-funded CIP, excluding vehicles & equipment
Intended Uses	Planned Capital Investments in Electric Systems & Infrastructure
Acceptable Uses	Any Electric System Capital or Operating Expenditure
Funding Source(s)	Electric Utility User Fees and Consumption Charges
Replenishment Timing	Up to ten years for most replenishment sources; up to five years if replenishment is debt issuance authorized by Council resolution
Replenishment Source(s)	Permanent or Temporary Electric Rate Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Electric Fund Equipment Replacement Reserve (ERR)

Target ERR Formula	Next FY Electric Fund Vehicle & Equipment Replacement Costs
Intended Uses	Planned Replacement of Electric Department Vehicles & Equipment
Acceptable Uses	Any Electric System Capital or Operating Expenditure
Funding Source(s)	Electric Utility User Fees and Consumption Charges
Replenishment Timing	Up to ten years for most replenishment sources; up to five years if replenishment is debt issuance authorized by Council resolution
Replenishment Source(s)	Permanent or Temporary Electric Rate Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Solid Waste Fund Reserve

Solid Waste Fund Reserve Policy Summary:

Minimum Cash Requirement (MCR)	\$ 178,000
Equipment Replacement Reserve (ERR)	239,000
Total Minimum Reserve Balance	\$ 417,000

The MCR and ERR developed for the Solid Waste Fund Reserve Policy are largely driven by the most recent Cost of Service (COS) Study. The following change in methodology was implemented for the Solid Waste Reserve Policy:

- Target MCR
 - The 60-day requirements for both non-contractual and contractual (landfill fees) cash-based operating expenditures in the COS was consolidated to a single, 45-day requirement for all cash-based operating expenditures in this Policy
 - The DSR requirement of 83% in the COS was increased to 100% in this Policy

Solid Waste Fund Minimum Cash Requirement (MCR)

Target MCR Formula	45 days PY Operating Expenses excluding non-cash expenditures + Current Year Debt Service Requirement + 3.0% of Historical Rate Base, defined as Historical Value of Solid Waste System Fixed Assets + 20% of cash-funded CIP, excluding vehicles & equipment
Intended Uses	Planned Capital Investments in Solid Waste Systems & Equipment
Acceptable Uses	Any Solid Waste Capital or Operating Expenditure
Funding Source(s)	Solid Waste User Fees and Service Charges
Replenishment Timing	Up to ten years for most replenishment sources; up to five years if replenishment source is debt issuance authorized by Council resolution
Replenishment Source(s)	Permanent or Temporary Solid Waste Rate Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Solid Waste Fund Equipment Replacement Reserve (ERR)

Target ERR Formula	Next FY Solid Waste Fund Vehicle & Equipment Replacement Costs
Intended Uses	Planned Replacement of Solid Waste Vehicles & Equipment
Acceptable Uses	Any Solid Waste System Capital or Operating Expenditure
Funding Source(s)	Solid Waste User Fees and Service Charges
Replenishment Timing	Up to ten years for most replenishment sources; up to five years if replenishment source is debt issuance authorized by Council resolution
Replenishment Source(s)	Permanent or Temporary Solid Waste Rate Increase, Interfund Loan, Interfund Transfer, Debt Issuance

Impact Fee Reserves

Impact Fee Reserve Policy Summary:

Minimum Cash Requirement (MCR)	\$	0
<u>Equipment Replacement Reserve (ERR)</u>		<u>0</u>
Total Minimum Reserve Balance	\$	0

Impact Fee Reserves are eligible to fund investments in the City's utility systems and infrastructure required to increase system capacity or otherwise improve, upgrade, maintain or replace existing systems and infrastructure to meet demands arising from usage, growth, expansion or other emergent utility system maintenance requirements. Impact Fee Reserves are also eligible to satisfy debt service requirements resulting from any debt issued for the purpose of financing impact-fee-eligible projects and expenditures.

All Impact Fees collected shall be segregated into separate reserve accounts for each utility. Generally, Impact Fees should be used within the time period during which the improvements necessitating the fee are completed.

Given the requirement to utilize impact fees specifically for investments in utility system and infrastructure within a defined time period, and given the unsustainable nature of impact fee collections, the Impact Fee Reserves are not subject to any MCR. Similarly, provided that impact fees are generally not eligible for the acquisition of vehicles or most equipment⁷, no Equipment Replacement Reserve will be established for any Impact Fee Reserves.

Target MCR Formula	N/A – No minimum (\$0)
Intended Uses	Investments in Utility Systems & Infrastructure
Acceptable Uses	Construction, Maintenance and Expansion of the City's [Wastewater ⁸ / Water ⁹ / Electric ¹⁰] Systems
Funding Source(s)	Impact Fees established by the City of Milford
Replenishment	N/A – No minimum

⁷ Long-life, permanent installations of equipment required to support growth-related investments utility systems and infrastructure is eligible to be funded with impact fee collections; short-life, mobile, non-infrastructure equipment is generally not eligible.

⁸ [Milford City Code Chapter 185, Article III](#)

⁹ [Milford City Code Chapter 222-31](#)

¹⁰ [Milford City Code Appendix B, Section 4.5](#)

Interfund Loans

Interfund loans are generally permitted between the Governmental Funds and Enterprise Funds. However, in no event may MSA, RTT, PD, CFC or any Impact Fee Funds be borrowed by or transferred to any other fund for any other reason with the exception of the reimbursement of an actual expense incurred in the recipient fund for a legally permissible use of the transferring fund.

For instance, the surplus RTT funds will be used to support the initial, unfunded MCR and Equipment Replacement Reserves identified in this Policy for the General Fund. However, this Policy does not authorize the transfer of such unfunded amounts directly to the General Fund. Instead, the surplus RTT reserve funds shall remain in the separate RTT reserve account as required by Delaware code. The RTT support of the General Fund Reserve Policy will be represented by notional offsetting entries in the City's monthly financial reporting package, and it will materialize over time as RTT-eligible projects and expenditures targeted for General Fund Capital Reserve funding are instead met with RTT funding.

DRAFT



The governing body has recessed to Executive Session. The regular meeting will resume shortly.

CITY COUNCIL MEETING



**Executive Session
has concluded.
Council has returned to
*Open Session***