



Milford City Hall Council Chambers 201 South Walnut Street Milford DE 19963

## CITY COUNCIL AGENDA Wednesday, August 31, 2022

Per the Limited Public Health Emergency Declaration issued by Governor John Carney on March 1, 2022, and the virtual meeting provisions provided in Senate Bill 94, Milford City Council Meetings and Workshops will be held in the Council Chambers at City Hall. Attendees are welcome to participate virtually as well. Public Comments are encouraged on the agenda items designated with a ®. Virtual attendees may alert the City Clerk that they wish to speak 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. Those attending in person may comment when the floor is opened for that purpose.

All written public comments received prior to the meeting will be read into the record.

*This meeting is available for viewing by the public by accessing the following link:*

<https://zoom.us/j/95859380584>

*or*

<http://www.cityofmilford.com/553/Watch-Public-Meetings>

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

*Call 301 715 8592 Webinar ID: 958 5938 0584*

**6:00 P.M.**

### **WORKSHOP**

Efficiency Smart Program Presentation

Carlisle Fire Company Report

Residential Sprinkler Incentive/Enhancement Fund Review

Chief of Police Search Update <sup>1</sup>

**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.**

062922 072922 080422 082522

<sup>1</sup>083022 Late Addition Requested by City Manager (via Council request this date)

# Efficiency Smart

## More than just energy efficiency

*Prepared for Milford, Delaware*

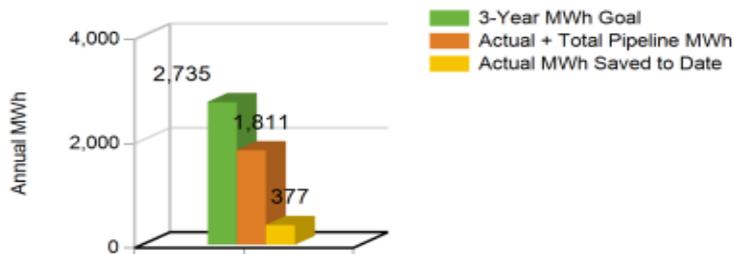
Tom Coyle | Director of Account Management | Efficiency Smart | [www.energysmart.org](http://www.energysmart.org)

August 31, 2022

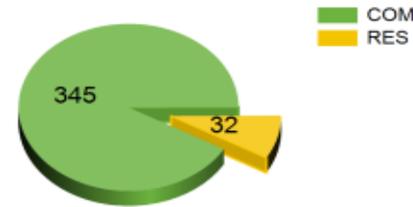


## Actuals

Progress Toward 3-year Goals



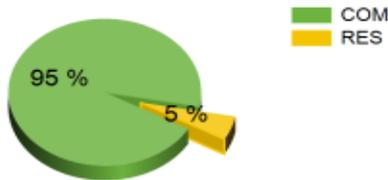
Annual MWh by Market



Actual Annual MWh Savings

| COM | IND | RES | Total |
|-----|-----|-----|-------|
| 345 | 0   | 32  | 377   |

Lifetime Customer Savings by Market



Lifetime Customer Savings by Market

| COM       | IND | RES      | Total     |
|-----------|-----|----------|-----------|
| \$495,903 | \$0 | \$27,575 | \$523,478 |

**\$523,478**

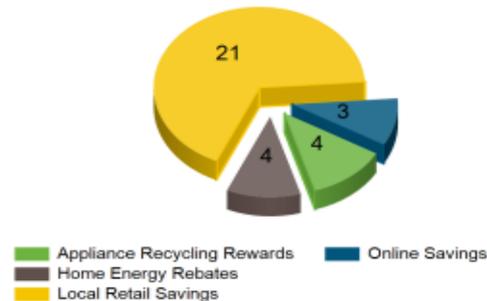
Lifetime Customer Savings for City of Milford

## Achieved

**14%**  
Percent of  
3-Year  
MWh Goal

**377**  
MWh Saved

Annual Residential MWh by Initiative



## Total Pipeline

### Planned Residential Initiatives

|               |           |
|---------------|-----------|
| 3<br>Projects | 48<br>MWh |
|---------------|-----------|

### Active C&I Projects

|                  |            |
|------------------|------------|
| Agreement Signed |            |
| 5<br>Projects    | 553<br>MWh |

|                |            |
|----------------|------------|
| Agreement Sent |            |
| 2<br>Projects  | 175<br>MWh |

|                   |                      |
|-------------------|----------------------|
| Analysis Underway |                      |
| 10<br>Projects    | 389<br>Estimated MWh |

### Project Leads

|               |            |
|---------------|------------|
| 8<br>Projects | 270<br>MWh |
|---------------|------------|

### Total in Pipeline

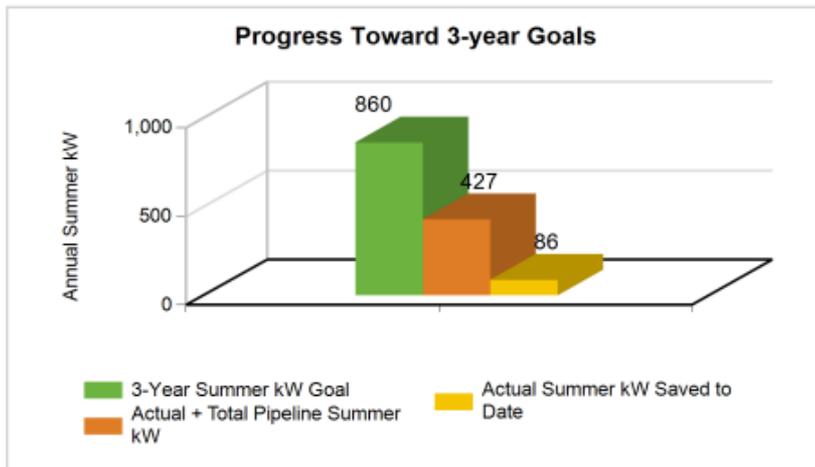
|                |              |
|----------------|--------------|
| 28<br>Projects | 1,434<br>MWh |
|----------------|--------------|

308 Completed Residential Transactions

9 Completed C & I Projects

All savings are reported in Gross throughout this report.

## Summer kW Actuals



**Achieved**

**10%**

Percent of  
3-Year  
Summer kW Goal

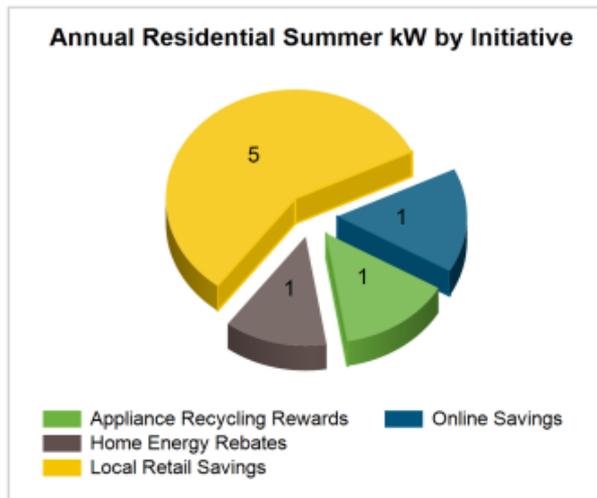
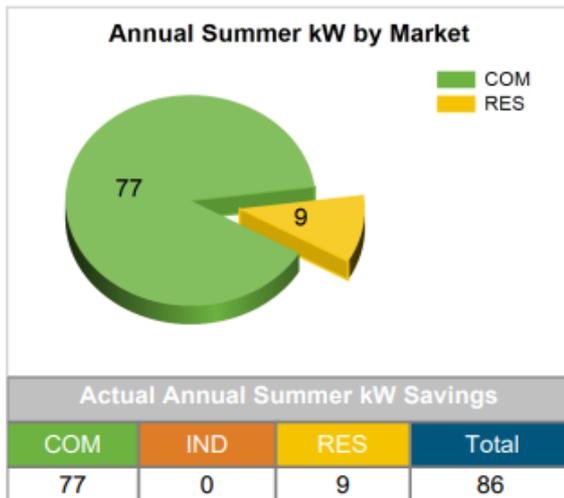
---

**86**

Summer kW Saved

## Total Summer kW Pipeline

| Planned Residential Initiatives |                      |
|---------------------------------|----------------------|
| 3<br>Projects                   | 6<br>Summer kW       |
| Active C&I Projects             |                      |
| Agreement Signed                |                      |
| 5<br>Projects                   | 553<br>Summer kW     |
| Agreement Sent                  |                      |
| 1<br>Projects                   | 1<br>Summer kW       |
| Analysis Underway               |                      |
| 9<br>Projects                   | 63<br>Est. Summer kW |
| Project Leads                   |                      |
| 9<br>Projects                   | 165<br>Summer kW     |
| Total in Pipeline               |                      |
| 27<br>Projects                  | 787<br>Summer kW     |



# For more information about Efficiency Smart:

## **Tom Coyle**

Director of Account Management | Efficiency Smart  
tcoyle@efficiencysmart.org | 216-538-7888

## **Scott V. Lynch, CEM**

Vice President, Asset Development | DEMEC  
slynch@demecinc.net | 302-653-2733

## **Carolyn Dehorty**

Account Manager | Efficiency Smart  
cdehorty@efficiencysmart.org | 302-396-0169



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: Carlisle Fire Discussion Items  
Date: August 30, 2022

In order to provide background for discussion with Carlisle Fire at the August 31 Workshop, I have surmised the various issues and topics for Council:

### **Funding**

At the March 28, 2022 Council Workshop, Carlisle requested \$217,000 appropriation for FY2023. The budget adopted by City Council included \$205,000 and \$12,508 for a Carlisle Fire Residency incentive program. During the budget hearings in May, Council expressed a desire that any additional funding above the \$140,000 previous annual appropriation needed to be linked to improved response times, an increase in active volunteer membership, and improved public outreach/education. Carlisle's request for the additional funding includes additional paid EMTs that also serve as fire response personnel.

### **Downtown Fire Siren**

Numerous downtown residents as well as several Council members have expressed a concern with the fire siren located at the top of the water tower on Washington Street. Both the volume as well as the frequent use has been noted. Carlisle has requested additional siren's to be added or activated. Presently there are two inactive sirens: one at the solar farm along Route 14, and; one on the 600 block of Marshall Street. Since most volunteer fire personnel live outside the City, there may be an advantage of placing sirens at the edge of the City limits, outside of residential areas.

While technology has made the use of sirens for alerting fire personnel obsolete, the sirens do warn motorists to be on the look out for volunteer fire personnel responding to the fire station in their personal vehicles. Again, we most of the fire personnel living outside of town, having the siren in the center of town no longer seems necessary.

### **Satellite Station**

I met with the Carlisle fire chief, president, and treasurer on July 27. At that meeting, Carlisle expressed concerns with future planning in terms of infrastructure and growth. With the growth, Carlisle believes the City needs to work with company in identifying a location for a future satellite station somewhere in the southern end of the City.



TO: Mayor and City Councilmembers

FROM: Rob Pierce, AICP - Planning Director

DATE: August 31, 2022

RE: Chapter 88 – Building Construction & Chapter 26 – Enhancement Funds  
International Residential Building Code (IRC), 2018 edition  
Automatic Fire Sprinkler System Incentive Discussion

---

### **Background**

City Council held workshops on January 10, 2022 and February 23, 2022 to discuss a proposed amendment to Chapter 88 Building Construction that would adopt the 2018 International Residential Code (IRC), the 2018 International Building Code (IBC), and the 2018 International Swimming Pool and Spa Code (ISPSC). The discussions involved several stakeholders, including representatives from the Delaware Fire Sprinkler Coalition, State Fire Marshal’s Office, and Carlisle Fire Company.

The City held a public hearing to adopt Ordinance 2022-19 on June 27, 2022 to amend Chapter 88 Building Construction as outlined above including a requirement to install automatic fire sprinkler systems for one- and two-family dwellings and townhouses. City Council tabled the ordinance adoption until the July 11, 2022 meeting, where City Council adopted the ordinance without the residential sprinkler requirement. Staff was asked to evaluate possible options to incentivize the installation of residential sprinkler systems in new construction.

### **Current Building Permit Charges**

The below Table 1 provides a typical breakdown of City permit charges associated with the construction of a new single-family detached dwelling. Table 1 assumes a construction cost of \$200,000 and a home size of 1,800 square feet.

Table 1 – Current Typical Building Permit Charges

| Heated SF                     | 1,800   |               |
|-------------------------------|---|---------------|
| Unheated SF                   | 500   |               |
| Construction Cost             | \$ 200,000  |               |
|                               |   |               |
|                               | Fee Schedule  | Permit Charge |
| Certificate of Occupancy      | \$ 25   | \$ 25         |
| Building Permit Fee           | \$50 per 100 sf heated plus<br>\$13 per 100 sf unheated | \$ 965        |
| Carlisle Enhancement Fund     | 0.25% of Construction Cost                              | \$ 500        |
| Municipal Enhancement Fund    | 0.75% of Construction Cost                              | \$ 1,500      |
| Water Impact Fee              | \$ 3,323  | \$ 3,323      |
| Sewer Impact Fee              | \$ 1,756  | \$ 1,756      |
| County Sewer Impact Fee       | \$ 2,956  | \$ 2,956      |
| Electric Impact Fee           | \$ 600  | \$ 600        |
| Electric Connection Fee       | \$ 50   | \$ 50         |
| Electric - Underground Charge | \$ 500  | \$ 500        |
| Water Meter Fee               | \$ 200  | \$ 200        |
| Water/Sewer Inspection Fee    | \$ 35   | \$ 35         |
|                               |   | \$ 12,410     |

### Sprinkler Incentive Option

In an effort to financially support the local fire companies providing service within the corporate limits of the City, the fire company enhancement fund could be increased from 0.25% to 3% of construction cost for all new construction. For a typical house that costs \$200,000 to build, that would increase the fire company enhancement fund from \$500 to \$6,000 (see table 2 below).

Table 2 – Building Permit Charges with 3% enhancement fund charge

|                               | Fee Schedule  | Permit Charge |
|-------------------------------|---|---------------|
| Certificate of Occupancy      | \$ 25   | \$ 25         |
| Building Permit Fee           | \$50 per 100 sf heated plus<br>\$13 per 100 sf unheated | \$ 965        |
| Carlisle Enhancement Fund     | 3% of Construction Cost                                 | \$ 6,000      |
| Municipal Enhancement Fund    | 0.75% of Construction Cost                              | \$ 1,500      |
| Water Impact Fee              | \$ 3,323  | \$ 3,323      |
| Sewer Impact Fee              | \$ 1,756  | \$ 1,756      |
| County Sewer Impact Fee       | \$ 2,956  | \$ 2,956      |
| Electric Impact Fee           | \$ 600  | \$ 600        |
| Electric Connection Fee       | \$ 50   | \$ 50         |
| Electric - Underground Charge | \$ 500  | \$ 500        |
| Water Meter Fee               | \$ 200  | \$ 200        |
| Water/Sewer Inspection Fee    | \$ 35   | \$ 35         |
|                               |   | \$ 17,910     |

The City could offer to reduce the fire company enhancement fund for those new structures that provide automatic fire sprinkler systems from 3% to 0.25%. This could include both residential and commercial construction.

Based on literature provided by the National Fire Protection Association (NFPA) from 2020, the national average cost for installation of automatic fire sprinkler systems for new residential construction is approximately \$1.35 per square foot. Based on feedback from regional installers, the Delaware Fire Sprinkler Coalition estimates a cost of \$2.25 per square foot. In the scenario provided above, the cost for the installation of fire sprinklers in an 1,800 square foot house would range from \$2,430 to \$4,050.

For the new residential construction scenario outlined above, this would provide an incentive of between \$1,450 to \$3,070 for the builder to install residential sprinklers.

### **Chapter 26 – Enhancement Funds**

Based on the current City municipal boundary and the Urban Growth Boundary shown in the City's adopted Comprehensive Plan, properties within the City are currently served by two volunteer fire companies (Carlisle and Houston) and could eventually be served by up to three separate volunteer fire companies (Carlisle, Houston and Ellendale).

Staff recommends removing references to a specific fire company in the title of the enhancement fund and making the charge a generic fire company fee.

## Chapter 26 ENHANCEMENT FUNDS

### § 26-1. Surcharges authorized.

Enhancement Funds shall be funded by means of surcharges on the construction costs as indicated on the applications for building permits issued by the City, as outlined in this chapter. Said surcharges shall be paid to and collected by the City as are all other building permit fees for new construction projects, expansion projects or other building projects that increase building size. Enhancement Fund surcharges shall not be required, billed or collected on permits for residential accessory structures, renovations, replacements or similar work that does not increase the building size.

### § 26-2. Rates.

#### A. ~~Carlisle~~ Fire Company Equipment and Facilities:

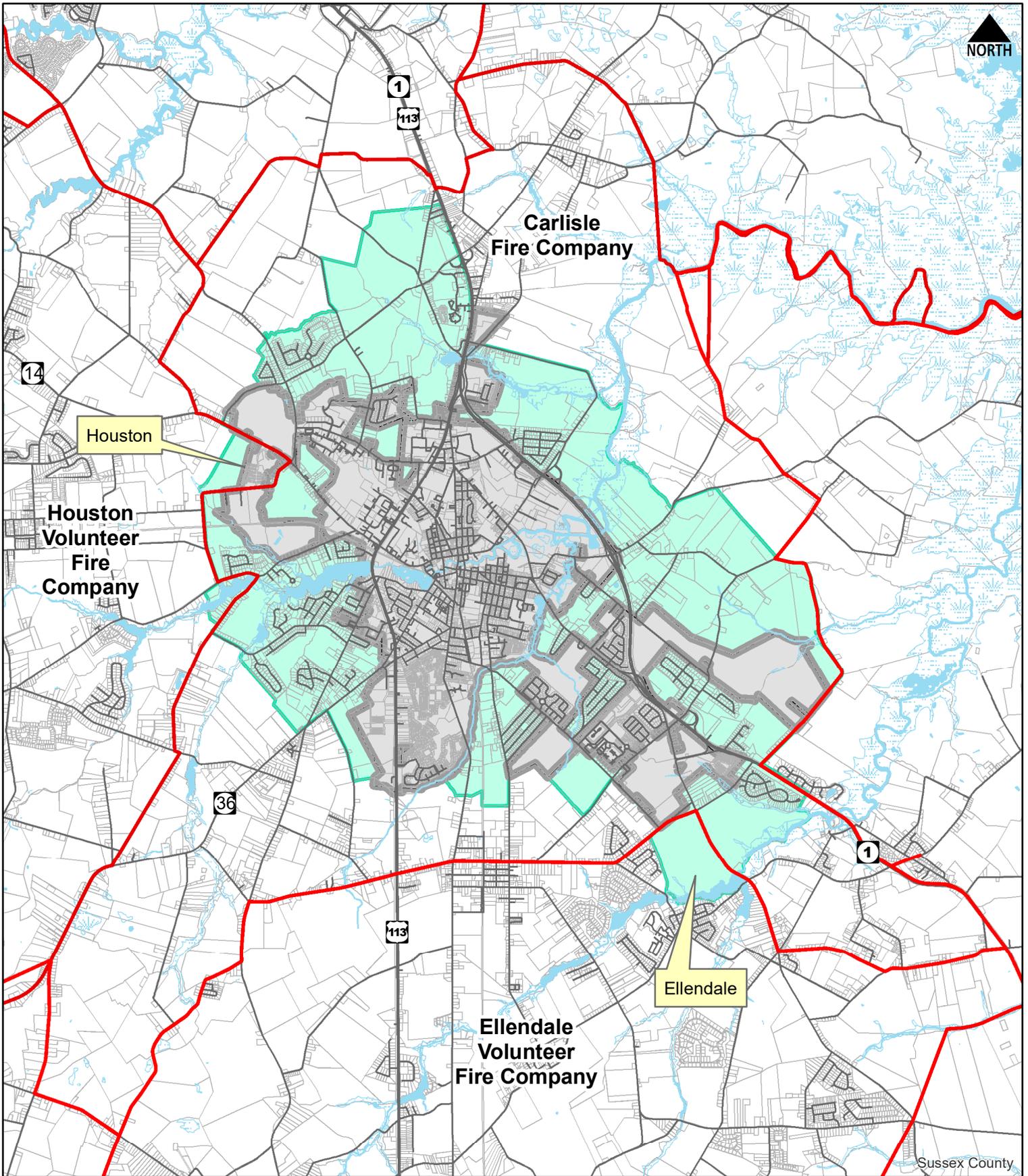
- (1) City Council may award to the Carlisle Volunteer Fire Company or the Houston Volunteer Fire Company grants for equipment purchases and facility improvements, which shall be in addition to any other payments provided by the City.
  - (a) Carlisle and Houston Fire Company shall identify the amount and need for the grant by written request to the City Manager.
  - (b) In accordance with Delaware's Freedom of Information Act, the request will be placed on the next permitted City Council agenda.
  - (c) Upon a favorable determination by City Council, the funds will be dispersed within sixty days of the date of approval.
- (2) The grants shall be known as the "~~Carlisle~~ Fire Company Enhancement Fund."
- (3) On or after August 1st of each year, the City Manager shall provide the Carlisle Volunteer Fire Company and the Houston Volunteer Fire Company an estimate of the funds that may be available for grants as a result of the imposed surcharge described hereinafter.
- (4) The surcharge for the "~~Carlisle~~ Fire Company Enhancement Fund" shall be billed at the rate of ~~0.25%~~ 3.0% in accordance with Section 26-1. The surcharge shall be reduced to a rate of 0.25% in accordance with Section 26-1 for new construction projects that install automatic fire sprinkler systems.

#### B. Police and General Government Facilities

- (1) The surcharge, to be used by City Police and General Government, shall be known as "Police and General Government Facilities Enhancement Fund".
- (2) The surcharge for the "Police and General Government" shall be billed at the rate of 0.75% in accordance with Section 26-1.

### § 26-3. Rules and regulations.

The City Manager is hereby authorized to promulgate such rules and regulations as he/she deems necessary for the purpose of giving full force and effect to the provisions of this chapter.



**Carlisle  
Fire Company**

**Houston**

**Houston  
Volunteer  
Fire  
Company**

**Ellendale**

**Ellendale  
Volunteer  
Fire Company**

Sussex County



Scale: Feet  
0 3,000 6,000

Drawn by: WRP Date: 08/22/22

Title:

**City of Milford  
Fire Districts  
Location Map**

-  Fire Districts
-  Milford Boundary
-  Urban Growth Boundary

Filepath: Fire\_Districts.mxd



# THE TRUTH ABOUT HOME FIRE SPRINKLERS

Fires in the home pose one of the biggest threats to the people of your community. In 2018, US fire departments responded to an estimated 1,318,500 fires. These fires caused 3,655 civilian deaths, an increase of 8 percent over the previous year. Of those deaths, roughly 73 percent occurred in the home, the very place people feel most safe.

All national safety model codes include fire sprinklers as a minimum safety requirement for new home construction. Homes built without sprinklers lack a crucial element of fire protection. Because sprinklers have been around for so long, the evidence is clear that they are a proven way to protect lives and property against fires at home—

responding quickly and effectively to the presence of a nearby fire, and requiring minimal maintenance by homeowners.

## Fast Facts

- In 2018, there was a civilian fire death every 2 hours and 24 minutes in the United States.
- The risk of dying in a reported home fire is 85 percent lower where sprinklers are present.
- The cost of installation averages \$1.35 per sprinklered square foot for new construction.

### MYTH: “A smoke alarm provides enough protection.”

**FACT:** Working smoke alarms can alert occupants to the presence of danger, but do nothing to extinguish the fire. In a fire, sprinklers can control and may even extinguish a fire in less time than it would take the fire department to arrive.

### MYTH: “Newer homes are safer homes.”

**FACT:** Today’s home fires become deadly in as little as 2 minutes. In a fire, unprotected lightweight construction materials, used in many modern homes, burn quicker and fail faster. New homes often contain modern furnishings made of synthetic materials that, in a fire, can create a highly toxic environment, greater fuel load, and faster fire propagation.

### MYTH: “Home fire sprinklers often leak or activate accidentally.”

**FACT:** Leaks are rare, and are no more likely than leaks from a home’s plumbing system. Home fire sprinklers are calibrated to activate when there is significant heat change—typically at 135-1650° F. Sprinklers don’t operate in response to smoke, cooking vapors, steam, or the sound of a smoke alarm.

### MYTH: “When a fire occurs, every sprinkler will activate and everything in the house will be ruined.”

**FACT:** Home fire sprinklers operate independently. In the event of a fire, typically only the sprinkler closest to the fire will

activate, spraying water directly on the fire, leaving the rest of the house dry and secure. In roughly nine of every 10 home fires with operating sprinklers, just one sprinkler operates.

### MYTH: “Sprinklers are unattractive and will ruin the aesthetics of the home.”

**FACT:** New home fire sprinkler models are very unobtrusive, can be mounted flush with walls or ceilings, and can be concealed behind decorative covers.

### MYTH: “Sprinklers are not practical in colder climates, as the pipes will freeze and cause water damage.”

**FACT:** With proper installation, sprinklers will not freeze. NFPA 13D, *Standard for the Installation of Sprinkler Systems in One- and Two-Family Dwellings and Manufactured Homes*, includes guidelines on proper insulation to prevent pipes from freezing.

### MYTH: “The water damage caused by sprinklers will be more extensive than fire damage.”

**FACT:** In a fire, sprinklers quickly control flames, heat, and smoke. Any water damage from the sprinkler will typically be much less severe than the damage caused by water from firefighting hose lines. Sprinklers use approximately 90 percent less water on a fire than a fire department hose line would.

## Free Information About Home Fire Sprinklers



**FIRE SPRINKLER INITIATIVE**  
Bringing Safety Home™

The Fire Sprinkler Initiative® (FSI), a project of the National Fire Protection Association®, aims to increase the number

of new, one- and two-family homes protected by sprinklers. The FSI website offers free research and resources to help advocates promote the fact that sprinklers are necessary in new construction. [firesprinklerinitiative.org](http://firesprinklerinitiative.org)



**Home Fire Sprinkler COALITION**  
Protect What You Value Most™

The non-profit Home Fire Sprinkler Coalition® (HFSC) is a leading resource for accurate, noncommercial information

and materials about home fire sprinklers for consumers, the fire service, builders, and other professionals. HFSC offers free educational materials about sprinklers and how they provide affordable protection to your community. [homefiresprinkler.org](http://homefiresprinkler.org)



IT'S A BIG WORLD.  
LET'S PROTECT IT TOGETHER.®

This information is provided to help advance fire and life safety. NFPA disclaims liability for any personal injury, property, or other damages of any nature whatsoever resulting from the use of this information.

© 2020 National Fire Protection Association / May 2020

Milford, DE – Police Chief

 Milford, DE  Posted 1 week ago

 Closes: September 15, 2022



**GovHRUSA**

**Milford, DE (pop. 11,190)** invites those law enforcement leaders looking to make a difference to apply to be their next chief of police. Milford is a progressive community seeking a police professional committed to community engagement throughout the city. Milford is a part of the Dover, DE Metropolitan Statistical Area and the Philadelphia–Reading–Camden, PA–NJ–DE–MD Combined Statistical Area. The Sussex County portion is part of the Salisbury, MD–DE Metropolitan Statistical Area.

The next chief must be inclusive both inside the police department and city hall as well as the community. The chief will possess exceptional interpersonal skills and demonstrated leadership and management experience in municipal law enforcement.

Milford seeks a police leader who possesses the following knowledge, skills, and abilities:

- The next chief must be comfortable working with multiple stakeholders outside the community on local, state, and federal levels.
- Candidates should be familiar with progressive policing principles and best practices.
- The next chief must have a demonstrated record of success in developing effective relationships at all levels of the organization.
- Candidates must be committed to an inclusive management style focusing on employees' professional development.
- Candidates must possess a bachelor's degree in criminal justice, business administration, public administration, communications, or related field. A Master's degree is a plus.
- Candidates should also have at least ten years of law enforcement experience as well as five years' experience in a law enforcement management position.
- Completion of an advanced police management school such as the FBI National Academy, Police Executive Research Forum Senior Management Institute for Police, the Northwestern School of Police Staff and Command, or the Southern Police Institute Administrative Officers Course/Command Officers Development Course is highly desired. Other leadership training will be evaluated on a case-by-case basis.
- Demonstrated successful experience in progressively responsible supervisory, administrative and managerial assignments in municipal law enforcement preferably in a suburban community, with a similar socio-economic environment is desirable.

- Have demonstrated experience working cooperatively with other law enforcement agencies and regional task forces to effectively utilize the department's resources.
- Have successful personnel management and employee relations experience, with a record of dealing fairly with all employees, collectively and individually.
- Have sufficient experience to review organizational structure, staffing, budgeting/funding, and personnel assignments and make changes when appropriate, to ensure departmental capability to carry out its mission and responsibilities in an exemplary manner.
- Use data driven decision-making processes when appropriate.
- Have experience in personally preparing accurate written reports, emails, and similar communications, together with effective verbal communication and public speaking skills, including a willingness to make effective oral presentations to a range of community and business groups.
- The next chief must be particularly knowledgeable of collective bargaining issues and labor contract administration within a police department setting.
- Candidates with experience in facility project management are encouraged to apply

If you are successful police leader looking for the next step in your career, Milford is ready for you. The salary for this Department Head position is \$131,277. The city offers an outstanding benefits package that can be viewed by visiting <http://cityofmilford.com/424/Employee-Benefits>.

Interested candidates should apply online by September 15, 2022 and provide a resume, cover letter and contact information for five work-related references at [www.GovHRJobs.com](http://www.GovHRJobs.com) to the attention of Jon Fehlman, Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 615.692.9264.

Click [HERE](#) for BROCHURE!

Application Deadline: September 15, 2022

Posted: 2022-08-22

[Apply for job](#)

Having trouble opening PDFs? [Download Adobe Reader here.](#)



### Contact Us

630 Dundee Road, Suite 225  
Northbrook, IL 60062

**Email:** [info@govhrusa.com](mailto:info@govhrusa.com)

**Phone:** 847.380.3240 | **Fax:** 866.401.3100

### Follow Us

---

## Site Map

[Home](#) | [Services](#) | [Associates](#) | [Client List](#) | [About Us](#) | [Career Center](#) | [Contact](#)

[Executive Recruitment](#) | [Recruiting Services](#) | [Consulting Services](#) | [Interim Staffing](#)



© 2022 GovHR USA

---

[Sign Up for our Job Announcements](#)

[Visit Our Career Center](#)



### Contact Us

630 Dundee Road, Suite 225  
Northbrook, IL 60062

**Email:** [info@govtempusa.com](mailto:info@govtempusa.com)

Email: [info@govtempusa.com](mailto:info@govtempusa.com)

**Phone:** 847.380.3240 x 104 | **Fax:** 866.803.1500

*Follow Us*



MILFORD, DELAWARE  
**CHIEF OF POLICE**



GovHR USA  
GovTEMPSUSA

# MILFORD, DELAWARE CHIEF OF POLICE RECRUITMENT

Milford, DE is seeking a Chief of Police with a passion to make a difference by leading an outstanding police department into their next level of excellence. The next Chief of Police must be a dynamic leader who is involved in all areas of the community and police department.

With over 11,000 residents, the City of Milford is a diverse community, spanning 9.86 square miles between Kent and Sussex Counties. Over the past decade, Milford has experienced consistent growth in both its population and economy. Milford while growing has not lost the charm of a small town including the closeness of the community members.



## CITY GOVERNMENT

Milford's Strategic Plan best represents what Milford expects of their leadership:

**VISION:** Small town feel, big time opportunities

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

### VALUES:

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

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

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

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

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

The City of Milford follows a council-manager form of government that combines the strong leadership of elected officials with the strong managerial experience of an appointed manager. In a council-manager government, Councilmembers are the leaders and policy makers elected by the residents of Milford to represent the four wards and to concentrate on policy issues that are responsive to citizens' needs and wishes. The City Council directly oversees the Chief of Police, City Manager, and City Clerk.



## THE COMMUNITY

Milford is a coastal city resting on Delaware Bay. With a population of over 11,000 people and five constituent neighborhoods, Milford is the eighth largest community in Delaware. The new growth in residential real estate is an indication that people are choosing to move to Milford, and putting down their money on brand new construction. Milford's real estate is, on average, some of the newest in the nation. Over 90% of homes in Milford are priced between \$274,000 and \$410,000. The median home value is \$259,471.

The most prevalent occupations for people in Milford are a mix of both white- and blue-collar jobs. Overall, Milford is a city of sales and office workers, professionals, and service providers. There are especially a lot of people living in Milford who work in sales jobs (11.37%), office and administrative support (9.75%), and management occupations (8.54%). A significant employment benefit of Milford is a relatively large number of people work from their home: 7.73% of the workforce.

### COMMUNITY DEMOGRAPHICS:

- White **53.5%**
- Black or African American **24.9%**
- Hispanic or Latino (Of Any Race) **16.8%**
- Other Race / Two or More Races **2.5%**
- Asian **1.8%**
- American Indian and Alaska Native **0.3%**
- Native Hawaiian and Other Pacific Islanders **0.2%**



## EDUCATION

With the goal of Educational Excellence for the Success of All Students the Milford School District fulfills their goal by adhering: The mission of Milford School District is to ensure that all students receive a comprehensive, personalized and quality education in a safe, supportive learning environment where students can gain the knowledge, skills, attitudes, and values that will enable each of them to achieve success in their life pursuits.

The school serves over 4,300 students while maintaining a low teacher to student ratios. 57% of the certified personnel have advanced degrees. The school boasts 15 advance placement offerings along with 17 programs of study. The school values partnerships with local colleges with such programs as:

- Delaware State University Early Bird Program
- Wilmington University Pre-College Credit Program
- Delaware Technical Community College
- Academic Challenge Programs

There are six schools serve the community:

- Morris Early Childhood Center
- Benjamin Banneker Elementary School
- Lulu Ross Elementary School
- Mispillion Elementary School
- Milford Central Academy
- Milford High School



## ABOUT THE POLICE DEPARTMENT

The Milford Department is authorized 32 sworn officers, 5 Command Staff Officers, and 4 civilian staff. Milford PD is a full-service law enforcement agency. Officers assigned to the Patrol Division are Milford Police Department's first line criminal investigators, social mediators, and community relations. The Patrol Division is broken into four shifts, each are commanded by a Sergeant. Officers assigned to the patrol division are on a schedule of 12-hour shifts. These shifts are in place to ensure the safety of the citizens of Milford 24 hours a day, 7 days a week. Officers assigned to each shift are cross-trained in several areas including but not limited to the following:

### Accident Investigation

### Traffic Enforcement/ DUI Investigations

### Criminal Investigations (Property Crimes and Crimes against Person(s))

### Patrol Officers are trained to have a community policing focus while on patrol.

The Milford Police Department's Criminal Investigations Division currently consists of three detectives with specialized training in the investigation of Property Crimes (burglary), Financial Crimes, and Crimes against Persons. The Criminal Investigations Division handles several hundred cases each year, ranging from burglaries and serious felony-level assaults to forgeries and frauds. The Division also investigates all homicides, sexual assaults, and child abuse within the city limits. The Division monitors the activities of local pawn shops and handles Megan's Law (Sex



Offender) verifications and notifications within the city limits. Detectives are trained as Evidence Technicians, but they are assisted by a civilian Crime Scene Investigator, who is part of the Evidence Unit.

The Milford Police Department currently has two police officers assigned to the Milford School District as a School Resource Officers. These officers work with the 's constable staff along with building and administration to ensure the safety of the students and staff. As part of their duties, they assist staff with conducting various safety-related drills and training required under the Delaware Omnibus School Safety Act and assist with maintaining records in the Navigate 360 program as required by Delaware Emergency Management. All officers assigned to the Milford School District must be nationally certified through the National Association of School Resource Officers.

The Milford Police Department's K-9 Unit is assigned to the Department's Patrol Unit. The K-9 Unit is responsible for providing support to Patrol Officers across a wide range of incidents including, but not limited to, crowd control, building searches, precautionary presence for in-progress incidents, locating of missing persons, locating evidence through the utilization of tracking or area searches, officer/handler protection and the apprehension of fleeing criminals. The K-9 Unit frequently assists the Drug Unit in searching for controlled dangerous substances. It works as a supplement to the Milford Police Department's Special Operations Group to execute high-risk arrest and search warrants.





The Milford Police Department has a strong commitment to working with those struggling with mental health challenges. To that extent the Department implemented a Behavioral Health Unit (BHU) with a Mental Health Clinician embedded in the police department. The unit's role is to assist law enforcement with individuals who are experiencing mental health crises or substance use concerns. The clinician is trained to provide brief interventions and crisis intervention, as well as referrals to treatment for a variety of behavioral health conditions. Milford Police Department has contracted two part-time embedded mental health clinicians through Partners in Public Safety Solutions, Inc. Both clinicians bring an immense amount of unique experience, passion and expertise to the Milford Police Department BHU.

The department maintains its own Police Dispatch Center which is supervised by the Criminal Division Lieutenant and consists of 8 full-time police dispatchers. There are two police dispatchers permanently assigned to each patrol shift, with a group of part-time police dispatchers who are available to assist as needed. Police Dispatchers monitor many different frequencies, including those of city fire services, ambulances, city maintenance departments, and police officers. The police dispatchers are responsible for receiving calls for service from the public either via telephone or walk-in calls for service, interpreting the information, and dispatching officers to the scene. The Police Dispatch Center is staffed by nationally certified emergency dispatch trainers.

The Special Operations Group (SOG) is a High-Risk Warrant Team, federally recognized as a S.W.A.T. Level III Team. It is comprised of officers who are specially trained in tactical operations. The members are made up of volunteers from the department's sworn officers. Before induction in the group, officers must meet and maintain various requirements: physical agility, firearms proficiency, and advanced tactical update training. The team as a whole is a member of the National Tactical Officers Association (NTOA) and has received training in:

- High-risk warrant service
- Hostage rescue
- Response to active shootings
- Anti-terrorist tactics

The members are frequently called upon to assist with the arrest of violent offenders, enter and secure locations where narcotics are being stored, sold, or consumed, or provide their service in situations where the suspect is reasonably believed to be armed and/or dangerous. The SOG has assisted many local, state, and federal jurisdictions with tactical operations.

## THE NEXT CHIEF OF POLICE

The mission of the Milford Police Department is to provide fair, compassionate, and impartial police services to the citizens and visitors of the City of Milford, Delaware, recognizing both the statutory and judicial limitations of police authority and the constitutionally guaranteed rights of all people.

As we strive to accomplish our mission, it is our goal to carry out our work with the highest levels of honesty, integrity, and compassion while treating all persons with dignity and respect. Experience in developing and implementing new and revised administrative methods, policies and procedures. Ability to develop and implement short- and long-term goals and work plans for the police department.

The Community is looking for a Chief of Police who sets the example while fulfilling the mission of the police department in all actions.

The Community wants a Chief of Police with:

- Experience in working with a diverse multicultural society
- Experience in Proactive Community Engagement
- High Capacity in dealing with a diverse, involved citizenry
- Working with a Behavioral Health Unit
- Relationship builder with all areas of the department, city hall and community
- Learn and understand the culture of the community and be willing to embrace Milford's culture
- Able to balance community engagement with expectations of policing

These are accomplished by the Chief of Police being visible at community events and meetings. The Chief of Police is expected to show up at places where they are not expected. The next Chief of Police must embrace involvement with the community as much as engagement.



## THE IDEAL CHIEF OF POLICE

- Have a history of an inclusive and participatory internal and external management philosophy.
- Be an engaging individual, but project a professional command presence.
- Have knowledge of and embrace best practices in policing.
- Understand and support 21st Century Policing principles.
- Be open and collaborative with all groups and community stakeholders.
- Be a relationship builder.
- Demonstrate complete personal and professional integrity and transparency, inspiring the confidence of appointed and elected officials, subordinates, and the general public.
- Lead the department with a genuinely friendly, approachable style that encourages collaboration and the development of effective working relationships.
- Have proven and successful managerial skills utilizing a consensus-building, team-oriented approach to managing staff members while remaining accountable for all police operations and activities.
- Be highly emotionally intelligent (empathetic, self-aware, effective communicator and listener); demonstrate a facilitative, "macro manager" style with the ability to be decisive in a dynamic, demanding, professional environment marked by high expectations.
- Have the maturity and self-confidence to firmly and diplomatically present professional views, concerns, and implications of proposed policy actions that may be under consideration by the elected officials, while also being committed to carrying out final decisions in a timely, professional, and impartial manner.
- Maintain a calm demeanor during times of stress, providing thoughtful advice to employees, supervisors, department heads, the Mayor and City Council.
- Exhibits a style characterized by candor, directness, tactfulness, and diplomacy, with the ability to admit when mistakes were made, and when corrective action needs to be taken.
- Demonstrate innovation, an openness to change and willingness to challenge the status quo; comfortable in an environment that values a collaborative approach and fosters a setting where employees feel valued.
- Show a genuine interest and commitment to ongoing community/public engagement; demonstrate a high regard for intergovernmental partners and community members.
- Be authentic and demonstrate a commitment to encouraging diversity within the police department workforce.
- Have a clear understanding of the larger mission of the city and how the police department supports that mission.

## REQUIREMENTS

- Education: Min of bachelor's degree, masters preferred
- 5 years in supervisory, leadership, management
- 10-15 years progressive, successful leadership experience
- Demonstrated success includes mentoring, coaching, developing others
- Labor relations background working in a union environment
- Agency the same size or larger
- Well respected in the profession
- Experience in facilities development
- Experience in budgeting/funding



## TRAITS AND PERSONAL STRENGTHS

- Strong, secure leadership style
- Develop command staff members
- Coach, mentor all staff including civilian staff
- Communicator
- Do not manage by memos
- Should not stay in the office all day-show presence in the community
- Promote a work a work/life example for staff
- Not a micromanager-let people do their jobs
- Appreciate and build relationships with civilian staff
  - Caring
  - Empathetic
  - Accountability



## INTEGRITY ABOVE ALL ELSE!



If you are successful police leader looking for the next step in your career Milford is ready for you. The salary for this Department Head position is \$131,277. The city offers an outstanding benefits package that can be viewed by visiting <http://cityofmilford.com/424/Employee-Benefits>.

Interested candidates may contact Jon Fehlman at [jfehlman@govhrusa.com](mailto:jfehlman@govhrusa.com) or 615-692-9264 Candidates must apply through [www.GovHRjobs.com](http://www.GovHRjobs.com) by September 15, 2022.

[Strategic Plan | Milford, DE - Official Website \(cityofmilford.com\)](http://www.cityofmilford.com)

[Home | Milford Police DE](#)

[About The New Police Headquarters | Milford Police DE](#)

[Public Documents Directory - Milford Police Department \(DE\) - PowerDMS](#)

[Home - Milford School District](#)

The City of Milford, Delaware commits to a policy of equal employment opportunity for applicants and employees, complying with local, state and federal laws. The City's policy is to employ qualified persons without discrimination regarding race, creed, color, religion, age, sex, country of national origin, marital status, disability, sexual orientation, gender identity, genetic information, political affiliation, ethnicity, or status in any other group protected by federal/state/local law.



# EXECUTIVE RECRUITMENT

[www.GovHRUSA.com](http://www.GovHRUSA.com)

## Hudson, Terri

---

**From:** Jon Fehlman <jfehlman@govhrusa.com>  
**Sent:** Friday, August 26, 2022 4:52 PM  
**To:** Williams, Jamesha; Whitfield, Mark  
**Cc:** Julie Koefeld  
**Subject:** Candidates

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Afternoon,

19 Applicants-Doubling the numbers in a week is really good  
PA-TX-DE-IL-AZ-MD-CT-NJ  
Excellent qualifications among the candidates.

We will be doing another outreach the first part of September. Closing date 9.15.2022.

Have a good weekend. Jon

**Jon M. Fehlman**  
**Vice President**



GovHR USA, LLC  
Parent Company of GovTempsUSA  
630 Dundee Road, Suite 225  
Northbrook, IL 60062  
Direct Line: 615.692.9264  
**Main Line: 847-380-3240**  
866-803-1500 FAX  
[jfehlman@govhrusa.com](mailto:jfehlman@govhrusa.com)  
[www.GovHRusa.com](http://www.GovHRusa.com)  
[www.GovHRjobs.com](http://www.GovHRjobs.com)  
[www.GovTempsUSA.com](http://www.GovTempsUSA.com)

## Hudson, Terri

---

**From:** Jon Fehlman <jfehlman@govhrusa.com>  
**Sent:** Friday, August 26, 2022 4:52 PM  
**To:** Williams, Jamesha; Whitfield, Mark  
**Cc:** Julie Koefeld  
**Subject:** Candidates

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Afternoon,

19 Applicants-Doubling the numbers in a week is really good  
PA-TX-DE-IL-AZ-MD-CT-NJ  
Excellent qualifications among the candidates.

We will be doing another outreach the first part of September. Closing date 9.15.2022.

Have a good weekend. Jon

**Jon M. Fehlman**  
**Vice President**



GovHR USA, LLC  
Parent Company of GovTempsUSA  
630 Dundee Road, Suite 225  
Northbrook, IL 60062  
Direct Line: 615.692.9264  
**Main Line: 847-380-3240**  
866-803-1500 FAX  
[jfehlman@govhrusa.com](mailto:jfehlman@govhrusa.com)  
[www.GovHRusa.com](http://www.GovHRusa.com)  
[www.GovHRjobs.com](http://www.GovHRjobs.com)  
[www.GovTempsUSA.com](http://www.GovTempsUSA.com)