

CITY OF MILFORD
COUNCIL WORKSHOP MINUTES
June 5, 2023

The City Council of the City of Milford convened in a Workshop Session on Monday, June 5, 2023, beginning at 6:04 p.m.

PRESIDING: Mayor Archie Campbell

IN ATTENDANCE: Councilmembers Daniel Marabello, Mike Boyle, Andrew Fulton, Todd Culotta, Brian Baer, Nirmala Samaroo and Jason James Sr.

STAFF: City Manager Mark Whitfield, Police Chief Cecelia Ashe, and Deputy City Clerk Katrina White

COUNSEL: Solicitor David Rutt, Esquire

ABSENT: Councilmember Katrina Wilson

PUBLIC COMMENT PERIOD

No one signed up or was in attendance to speak during this time. The session concluded as a result.

Proposed City of Milford FY24 Budget Wrap-Up

Mayor Campbell opened the workshop for discussion.

Finance Director Lou Vitola stated that tonight Council will be discussing the FY24 budget recap. The questions asked during the three budget workshops are included in the packet, along with the responses, along with some additional tables and charts for support.

Two of the biggest changes in the FY24 budget is a handful of rate increases that have been ongoing. Water, sewer, and solid waste are in year four of a five-year progressive increase to match cost to service recommendations. After three years of electric increases, a new service study was completed for electric.

There is also a one penny increase in property taxes to defray a reduction of realty transfer taxes (RTT) that have been historically used for police operations. The budget also includes the first half of the debt service attributable to the new police station.

An additional dollar is also recommended for the monthly solid waste fee because of cost escalations that outstrip what was projected at the time of the cost-of-service study. Though that appears to be a lot collectively, comparing the City of Milford to its sister cities in public power provided by in DEMEC, as well as most of the cities in Kent and Sussex Counties, Milford is the third lowest in electric compared to eleven other towns. But when all fees are added up, including water, sewer, and solid waste, leapfrogging Seaford puts Milford fourth in municipal services. However, that is before other cities and towns implement their FY24 increases with regard to electric, water, sewer, solid waste, and property taxes.

Director Vitola also clarified that the recent personnel comparison that was provided to Council was done on a budget-to-budget basis and not a week-to-week or month-to-month. Therefore, it may not add up or tell the story and the reason they presented the numbers in the packet.

He continued by explaining the reasons for the increases in full-time employees (FTE), and the impact of inflation.

Director Vitola and City Accountant Sandra Peck reviewed the budget line by line and found very minor changes were needed. What is being presented is very similar to what was seen last week during the budget hearings.

With the increases, it was determined that property taxes would increase \$5.81, water 53 cents, sewer \$2.00, electric \$1.21 and trash is \$2.20 on the average home (\$147,600 assessment) for an overall total of \$11.75 per month or \$141.00 per year.

Councilman James then spoke about the referendum that was passed by 60% of the voters that is impacting property taxes. That is a self-imposed increase by the taxpayers. The is year three of five of the one cent tax increase that was implemented for the beautification efforts, reduce the RTT transfer to police and instead use that for capital expenditures, which supports the general fund. Two of the enterprise funds were part of a previous rate study that is ongoing and not new increases this fiscal year. However, the electric increase is part of a newer rate study.

When asked if the tax increase of 4.725 cents will be duplicated again next year as part of the successful referendum, Finance Director Vitola said it will be very close, but not quite that high. One reason is to expect to close on the slightly more than half of the police bond issue this year or \$8.5 million versus \$8 million next year. Secondly, because there should not be an increase in assessment values next year the increase should not be as high.

Councilman Fulton emphasized the City Clerk has requested an additional employee though that was not discussed in detail as the other new positions that had been approved. He is unsure that should be included in the budget because Council did not approve it.

It was confirmed that funding is in the budget, but Councilman Fulton pointed out it is in it only at the City Clerk's request and not Council's approval. He added that it could be earmarked but to say it is locked in is not correct.

City Manager Whitfield explained that in the past, when a new position is requested, it is added and referred to the horticulturist also included in the budget. One the budget has been approved, that is authorization to move forward with the position. Councilman Fulton confirmed that includes all the positions even though there was no vote on this with very little discussion.

According to Councilmember Fulton, there were other discussions about things that were to be presented to council and nothing on this has been presented.

Councilmember Fulton explained the job scope had ballooned over the years due to lack of support. Now there is more support taking place in the city government that could reduce the workload. Plus, there are other effective means to automate some of the update processes, which would further reduce that workload. To bring another person on with 28% of their salary is a lot of money to invest in a position he does not think is a full-time job.

Councilmember James feels this deserves more scrutiny and one of the things he continues to press on are the functions that were being performed by the city clerk's office and should instead be under the city manager's administrative assistant.

He is very interested in having some comments with our IT Department to help understand what technological opportunities are available to help the city clerk's office perform their duties including minutes and agenda building. This is not just about the current staff but about the continuity of business for the city according to Councilman James. This has nothing to do with individuals but the systems and processes that best fit the needs of the citizens when all of us are gone.

Councilmember Fulton agreed emphasizing this could be construed as a single point failure.

Mayor Campbell's opinions are that previous city managers had no assistants which is the reason why the city clerk has assumed a lot of those jobs. Now that the city manager has an administrative assistant, it should be transferred over to his assistant.

Councilmember James recalled that at one point in time there was a third person, and asked if that person was fully utilized or just during busy times. Was that person needed and would that person be needed now that there is an administrative assistant to the city manager.

When asked if it was determined by a study or a want, Councilmember Fulton said he understood it as a want and not the result of a study, and the city of 'there used to be three'.

Deputy City Clerk White then talked about the third person, noting that when Carlene Wilson retired, she was hired as the third person. The duties she was given were city clerk type duties. When she left and went to the planning department, the third person position was never filled again.

She confirmed there were always three people in that department until Ms. White transferred to the planning department by choice.

Deputy City Clerk White also verified that there was enough work to keep three people busy and there is still enough work for a third person. It was also noted that with three people, there was a much greater chance that the front desk was always covered.

Councilmember James agrees with the necessity of that person when someone comes in for service, and for a long time, that face was Christine Crouch as the Deputy City Clerk.

Councilman James does not want to do something that is not needed and when Christine was there, he is unsure if the clerk's office was overburdened.

Councilmember Culotta said to argue this point, the two resources we have now, both Katrina and Terri, are saying the position is needed. As an executive body, Council needs to look to their resources to get those recommendations.

Mayor Campbell said he brought in a high school student to help with those records a few summers ago. Councilmember Fulton said that is another option. Deputy City Clerk White informed Council that did not work out and the person was incapable of performing the job.

Councilmember Fulton asked why IT couldn't perform some of the record management digitizing duties instead; Councilmember Marabello explained it is a process and that the records must be reviewed and categorized, with some items discarded. The person overseeing that work must have some records knowledge. Deputy City Clerk White added that it must adhere to the records retention schedule and the regulations of State Archives, adding that the retention schedule is very different for each department. .

Councilmember Boyle then asked if we have someone who actively manages FTEs for the city or should Council just look at it when an employee is needed; City Manager Whitfield said the staffing study was done a couple of years ago, and there are also regular comparisons done in terms of population to FTE's and workload compared to what is being done. For example, Milford's water department is doing a lot more things in terms of workload when compared to Milton's water department.

He pulled up the staff study that was done because of this and the recommendations were to review and assess city administration needs against existing roles for skill sets and capabilities, and to re-examine the support for an open administrative assistant role to determine whether technology would be a more effective solution. Examples, voice recognition, software possibilities in meeting minute creation, scanning and indexing systems for records management retention.

The City Manager said it recommended replacing the open administration position and instead that he would hire an assistant city manager type role and instead consider expanding ICMA fellow positions to a full-time position. Also, the development of a supervisory academy, which has already been done.

Also, an RFP is currently open for selection and implementation of a new ERP system.

He stated those were the recommendations that came out of the staffing study for administration.

Councilmember Boyle pointed out a lot of improvements have been made in technology and because it has been several years, another study might want to be considered. City Manager Whitfield said we are getting to that point, or at least he wants to update the current one.

The last time there was not one completed for the police department, and he recommends that be done this time.

Councilmember James thinks it could help with turnover as well.

Councilmember Boyle pointed out this conversation is about the request in the City Clerk's office, and while it has been there, sometimes it was filled and sometimes it wasn't. Parks and Recreation also has a request for a new position. He does not question that need, but he wonders if the process of the FTE approach is used where such a position would be examined.

City Manager Whitfield said that is done with all the positions and was done with the arborist position. One of the things that we want to make sure of is the goal of having an arborist position was to eliminate the need for vegetation management by the electric department. If that's not occurring, then we need to re-examine what that position is doing and what the functionality of the position is. The horticulturist position is one that came from Council's wanting to do more things for our front door, meaning managing those areas when people come into our town.

The City Manager said he had this position in his previous employment, and it had a tremendous impact on the community. If Council wants that impact, the position is fitting. Councilmember Boyle said he is not questioning the need if that is what Council wants. He wants to know who is handling the entire process and whether these positions are really being looked at and how they are reviewed.

City Manager Whitfield said that would be an HR function and he and Jamesha would handle. Councilmember Boyle confirmed that is who would look at it and report to Council.

Councilmember Fulton noted that 91% of the budget is for personnel costs. Mayor Campbell shared the electric department is hurting. City Manager Whitfield agreed, announcing that two more employees left. Councilmember Culotta pointed out that is a very competitive business.

He said he somewhat understands, but this is to the point where the recommendation should be considered. He does not want to upset the apple cart but if we are going to rely on the justification for a job, and a manager comes to Council and says this is what they need, and Council wants to know the return on it, or end result or goal. He agrees that the City Clerk, the Chief, and the City Manager should be presenting their budgets. After which, Council reviews them under the umbrella of finance.

Councilmember James disagreed stating that finance compiles the numbers, but each already presents their budget.

Councilmember Boyle said this position was presented and talked about. Councilmember Fulton said if there were three city clerks, would they all go to professional development; Councilmember James said those are things that need to be discussed. Because then that does not mean another person is going to solve the problem. Councilmember Fulton said right---that is what he is saying.

Councilmember James said we need to ask the question---should it be a full-time person or should it be a contractual person. He does not know the answer and is only throwing it out there.

Councilmember Culotta added that in that scenario, if you do not know the answer, he would leave it up to his department head who is responsible for their business unit.

Councilmember James said he understands the persuasion and hears it.

Councilmember Marabello said the Deputy City Clerk was just asked if three people are needed, and her answer was yes, and the City Clerk said there is a need. And the question is do we believe what they said, and do we have enough information and he does not know. As far as three people going to training, two could go and one could stay here. Councilmember James said that is not allowed in his job.

Deputy City Clerk White added that is where the part-time employees are beneficial. Both Rose Kibler and Carlene Wilson would fill in during that time. But a temp cannot be brought in for this position because it requires someone with experience as a clerk to do the work and to do it correctly. Having someone come and sit at the front desk is one thing. Anyone can do that. But to cover if the City Clerk is out sick, or if she is out at an appointment or something similar, the other two part-time employees can fill in out front but are unable to get into the meat of the work a city clerk does. That is why this position is needed and hiring a person who has experience in city clerk duties that can help that department with the overload can only be done by someone who is familiar with or has experience in this type of work.

That is the difference between just having a temp come and fill in at the front as opposed to having a third person that can do this type of work and restaff the city clerk department back to what it always has been.

Councilmember James said that regardless of whether Council says this position remains in the budget or not should be a separate conversation. He doesn't think the conversation is proper tonight about how that office functions and who is covering what and when, and what services are being offered or what is being fulfilled.

Councilman Culotta recommends that be done before the budget is adopted. Councilmember James said he does not know about that. Councilman Culotta said if those here that have a problem with that request then a conversation needs to occur before the budget is approved.

Councilmember James said Councilmember Culotta missed his point and even if there are three people, Council needs to have a conversation about what happens in that office and what occurs when everyone is out of the office, which is a separate conversation from tonight.

When asked if he is referring to a management function, Councilmember James said it is, but it is still up to Council whether the citizens have what they need from that office. Though Council doesn't manage it, they better know well what is happening in it.

Councilmember Boyle pointed out that the request is not for just a body, but for a trained professional administrator and they are not easy to find, especially in city government.

He confirmed those positions are in the budget as it stands and suggested approving the budget but holding off on authorizing it be filled. Councilman Baer asked the Deputy City Clerk if she thought it was possible to have someone from Customer Service sit in when both clerks are aware because those employees know how the city works.

Deputy City Clerk White said that would probably affect customer service by taking them away from their duties and their staff. She believes that Council is considering two separate things. This position would provide another deputy city clerk which is completely different than having someone that can just come in and sit at the front. We already have two ladies that can handle that, plus answer the questions, and answer the phones.

She thinks this is a separate need than that. She stressed this would be another person that would have experience in clerk duties that can help do the things that are needed to get done.

Councilmember James said we are not talking about long term absences of coverage he hopes. Deputy City Clerk White said there are two people that can cover while the clerks are away at their conference.

Because the HR person is not present, Councilman James asked the City Manager about other cities the same size as Milford and bigger, and if he knows what their city clerk office staffing may be and if there is a three-person team in city clerk offices like Middletown, Dover, Smyrna, and Seaford. He added that perhaps the Deputy City Clerk could shed some light as well.

According to the City Manager, Middletown eliminated their city clerk position altogether. And Smyrna only has one person, but they are also talking about divesting. He is not advocating that and thinks it could be a big mistake and Dover he believes has two or three only.

Mayor Campbell said that Wilmington only has two, Dover only has two and all other towns have one.

Councilmember James said he is trying to do some mental math based on population and demands on the office. City Manager Whitfield said it could depend on the number of meetings, because some municipalities have a lot more meetings than Milford, but some have less. Taking into consideration the number of meetings a city clerk must handle. He is willing to check that out and will have Jamesha do that survey. Councilmember Fulton said he likes that.

Councilmember James like that too and is just curious because he does not know what we are comparing to.

Councilmember Fulton would like to see the job descriptions for their city clerks and their deputy city clerks and compare them to ours. That is how he would really know if it was based on different job functions and scope, if a) our city clerk staff is past, to the point where we would have to grow larger than Wilmington though that seems to him like a far stretch.

Councilmember Boyle does not think they can just base it on the number of people, but instead how happy Council is with the way your city administration is being run, and how we are serving the residents. Just because we have one or two more does not mean it is good or bad. It's something Council must make a decision on and evaluate the effectiveness of the administration. We try and run with the number of people we need. If you want surge capability, then you hire extra people to do nothing. But when the leaders of the departments are telling you, this is what we need to do the operation, he agrees we need to pay a great deal of attention to it as Councilman Culotta said.

Councilmember James said we are definitely paying attention to it and that is why Council is having this discussion.

Councilmember Boyle said we have the position, it is in the budget, it has been calculated and believes there is a need to approve the budget. Just don't authorize the fill until we're happy and comfortable with having the third person.

Councilmember James agrees that Council needs to be happy with it.

Councilmember Fulton said that is exactly why he started the discussion.

Councilmember James instructed the City Manager that when he, or whoever looks at this, though it could be the clerk's office, also include how they employ technology.

The City Manager said that what is so cumbersome here is that we are so fractionalized in terms of our departments. We have a small city hall with a small staff, a small finance department with a small staff, and a small customer service department. If we had one building with one receptionist, but if you think about it, we have three or four different receptionists needed for each one of our buildings.

Councilmember James said thinking about that, if we need someone to be a receptionist, then we should hire a receptionist. Then that person is the receptionist for the entire building which would move away the burden of that office. That allows the professional staff to do the professional things instead of trying to man a desk.

According to the City Manager, that would come at a much less cost than hiring another city clerk.

Councilmember Culotta said that is a good point. Council needs to consider we are adding neighborhoods and developments at a pretty good pace. Much faster than in the past and we need to scale for that. And that includes the police and city staff. Employees have to sit somewhere and work somewhere. We are segmented and we have people downtown, we have people here, and we have people on the Airport Road. He agrees having a consolidated city center would be more efficient. It does not have to be a whole new building but should be more accessible to all our residents. Just because we have property out on the highway, doesn't mean that is where it should be. Most people cannot get to that location without the means.

Councilman Fulton pointed out we are getting ready to spend a lot of money at this location too.

The City Manager said he is willing to leave the new position in the budget for now, but the authorization for the additional staff needs to come back before Council and Councilman Fulton agreed with him.

The City Manager confirmed that the Finance Director could leave, and Councilmember James said that the budget process gets better and better and more refined each year. He thinks it was enhanced even more this year, and City Manager Whitfield thanked Council and added that Lou deserves a lot of the credit.

Councilmember Boyle pointed out that since the first year he was here, a conversation such as this would have never come up because Council didn't know, didn't have the information and now they are able to drill down to the onesies and twosies, but now Council makes some good decisions based on what the city really needs and what they want for the city.

He thanked Finance Director Vitola and the City Manager.

Finance Director Vitola said he must give all the credit to the City Manager and to Sandra Peck for handling the millions of requests that have been thrown her way while she works on the ERP simultaneously, which allows him to scramble in finance, but they will do their best.

DDD Expansion

Planning Director Rob Pierce read the following letter into the record:

In November 2022, the State of Delaware, Office of State Planning Coordination (OSPC) issued Updated Downtown Development District (DDD) program guidelines which increased the local district acreage for municipalities with populations between 9,000 and 30,000 persons from 185 acres to 200 acres.

The City of Milford DDD area currently includes 184.89 +/- acres of land; therefore, the City has the opportunity to expand the DDD area by 15 acres. Areas adjacent to the District were analyzed for low-income populations, high vacancy rates, available vacant land, property maintenance violations and blighted structures. Enclosed are exhibits showing properties adjacent to the DDD area and building permits issued since 2017, code violations issued since 2017, rental properties and vacant land for your review. After analyzing the above exhibits, staff has prepared two extension options for consideration.

Expansion Option # 1 includes approximately 15.0 +/- acres of land centered on S. Washington Street generally between SE Second Street and Ball Park Lane. The expansion area would also include portions of SE Third Street, SE Fourth Street, Montgomery Street and Franklin Street. This area was considered for Milford's 2019 DDD expansion review, for which City Council ultimately chose fifteen acres adjacent to the northwest portion of the district boundary. The proposed area contains seventy-six tax parcels and primarily consists of single-family detached and semi-detached dwellings on land zoned a combination of R-1 Residential District and C-1 Neighborhood Commercial. The area contains two vacant lots and eleven registered rental properties. Over the past six years, fifty-two properties have been cited for code violations and the City has issued twenty-six building permits.

Expansion Option #2 includes approximately 14.66 +/- acres of land and is intended to incorporate the God's Way Thrift Store property on Maple Avenue and portions of NW Front Street between Truitt Avenue and Maple Avenue. This option

also includes a portion of Option #1 along S. Washington Street between SE Second Street and SE Fourth Street. The God's Way property was identified in the City's Rivertown Rebirth Master Plan as an opportunity for a mixed-use redevelopment project. The proposed area contains sixty-three tax parcels and contains a mixture of single-family detached dwellings and commercial businesses. Properties are zoned R-3 Garden Apartment and Townhouse District and C-2 Central Business District. The area contains four vacant parcels and ten registered rental properties. Over the past six years, thirty-six properties have been cited for code violations and the City has issued nineteen building permits.

The third option is not to make an expansion and hold off until there is a greater need in another area.

Staff is seeking a recommendation from City Council on which area should be submitted to the Cabinet Committee on State Planning Issues (CCSPI) for expansion consideration. Once a decision is made by the CCSPI, the boundary amendment would need to be approved by City Council by resolution, which would more than likely occur in August.

Planner Pierce confirmed that option one has 76 properties that are all residential and option two primarily contains the God's Way Store and is zoned commercial.

Option one is preferred by Councilman Culotta because of the need in that area. He also likes option because it includes a good chunk of South Washington Street, as well as a gateway into the city from Northwest Front Street. While he likes infill as was done in ward four, he feels the real intent of the DDD is the rehabilitation of properties

The incentives of the DDD program were reviewed by Planner Pierce at the request of Council.

Properties that have taken advantage of the DDD program can be accessed through a mapping link found in the Planning Department's monthly report.

Because of the comfort level with either of the two submissions, he will forward to the State and return to Council with a resolution finalizing the expansion.

Rental Permit Ordinance/Waiver Amendment

Planner Pierce then talked about Chapter 180 entitled Residential Rental Operating License and a proposed amendment to allow a waiver from the rental license requirement for properties where there is a relationship between the landlord and the tenant.

This was the result of a handful of property owners who did not want to comply with the current regulations because an elderly parent or a child was staying in the home and no rent was being paid.

Residents living in these units were very uncomfortable with the inspections and believed it was inappropriate in their situation.

He referenced the following new definitions that would be added if the chapter was amended:

DIRECTLY RELATED TO THE OWNER – Any person who is related by blood, adoption, or marriage (i.e., “in-laws”) to the following degrees of kinship: husband, wife, father, mother, son, daughter, brother, sister, grandfather, grandmother, grandson, granddaughter, uncle, aunt, niece, nephew.

OWNER – Any person, agent, operator, firm or corporation having a legal or equitable interest in the property; or recorded in official records of the state, county or municipality as holding title to the property; or otherwise having control of the property, including the guardian or personal representative of the estate of any such person, and the executor or administrator of the estate of such person if ordered to take possession of real property by a court.

Other minor amendments are proposed that would align with the waiver of the license requirement.

There was some concern expressed with Councilman Culotta noting the intent of the rental license was to clean up and improve properties and make the rentals safer. A discussion followed about the pros and cons of the rental license program.

It was agreed the city's normal rental process does not appear to be burdensome, and proof of the relationship within the family is going to be difficult.

Planner Pierce explained that he mirrored the Town of Smyrna's code, so it has been tested.

When asked if it would be possible to consider the relationship exemption without it being written into the code, the alternative, according to Planner Pierce, is to still define the owner, strike out from landlord 'another person to occupy rental unit', strike out the 'for money or other consideration', because other consideration can be vague. He thinks the statement previously made that a person cannot own and occupy two structures at the same time, though theoretically one could be a vacation home.

Council again expressed concern that this seem to muddy the water because there are so many scenarios that need to be considered.

Solicitor Rutt then referenced Sussex County's Special Use Exemptions. They allow temporary and conditional permits for a period not to exceed 5 years, the period to be determined by the Board of Adjustment. One is use of a manufactured home as a single-family dwelling in any district to meet an emergency or hardship situation when not approved administratively by the director. Such permit shall not exceed two years. The director may, without requiring an application for a special use, exemption. grant an extension for an emergency or hardship situation, that was previously approved by the County Board of Adjustment. Upon receipt of an affidavit from a doctor stating that the emergency or hardship situation still exists and can be granted annually.

He shared that will allow the planning director to approve a two-year exemption on a unit for an emergency or hardship situation. Typically, that is where you have an ill relative or someone that has special needs that might have a need to have a family relationship close by. If it is more than two years, it must go to the Board of Adjustment, then it can be renewed each year by the planning director though an affidavit from a doctor must be provided that the hardship situation still exists.

Council could make the rule for what is a hardship.

Planner Pierce summarized that Council's desire is to provide some relief from the fee, but no relief from the inspection.

It was confirmed that the code requires a \$50 annual registration per unit. If the unit fails more than twice, there is a second \$50 fee for the reinspection.

City Gateway Design

Parks and Recreation Director Brad Dennehy has been working with Chad Carter from Becker Morgan Group on this project. A rendering of the gateway sign was displayed.

Director Dennehy presented the various designs. The four key areas selected were the Route 1/113 split, North Rehoboth Boulevard/Walnut Street (the point), South Rehoboth Boulevard/SE Front, and Old Shawnee Road/Kings Highway/US Route 113.

Both the Parks and Recreation Advisory Board and the Tree Preservation Advisory Council were very pleased when presented with the renderings. Both bodies advocated the use of native plants and plants that were drought resistant and low maintenance.

The plan will be presented to DelDOT for their approval. The city would be responsible for the plantings and perpetual maintenance.

He asked Council to provide any comments as he moves forward.

Councilmember Fulton prefers the signs be placed at the actual entrances into Milford and not halfway into Milford. The City Manager then talked about the difficulty getting approval from DelDOT.

Councilmember Fulton stated he does not like the location of Old Shawnee Road and Kings Highway and prefers it be moved to the entrances on the Sussex County side of Milford.

Councilmember Marabello pointed out that the beautification enhances the city, and each location does not need a sign if that would help. He also talked about the possibility of installing an irrigation at these locations. Mr. Dennehy is testing some irrigation at the recreational fields though any irrigation remains dependent on the availability of a water source.

City Hall Plaza

Director Deneny then presented the rendering of the redevelopment of the front of City Hall which will become the City Hall Plaza. He pointed out that City Hall is an attractive building but is currently hidden with existing landscaping. The plan is to open the front of city hall, leave the two existing holly trees, but remove all other trees and shrubbery.

It would be replaced with a brick entranceway on either side, closed to vehicular traffic but with removable bollards for emergency vehicles if needed.

Three flagpoles would be added as well, for use with the US flag, Delaware flag, and city flag.

The cost is \$350,000 which includes design and installation. Director Dennehy has applied for bond bill funding for the project.

He noted this is not in the CIP plan for funding.

City Strategic Plan

A rough draft of the plan is included in the packet. It is under review by department heads for any last-minute updates. He asked Council to submit any comments to him via email.

There being no further business, the Workshop Session of Council concluded at 8:05 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder