



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

CITY COUNCIL AGENDA

August 28, 2023

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 also available for viewing by the public by accessing the following link:

<https://zoom.us/j/94877121629>

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: 948 7712 1629

6:00 PM

15-Minute Public Comment Period*

Virtual attendees must register prior to start time of meeting by calling 302-422-1111 Extension 1300 or 1303, or by sending an email to cityclerk@milford-de.gov and providing your name, address, phone number, and item name and/or description you wish to comment on. Persons in attendance that wish to speak must sign up prior to the start of the Council Meeting.

COUNCIL MEETING

Call to Order - Mayor Archie Campbell

Invocation

Pledge of Allegiance

Roll Call

Recognition

New City Employee Recognition

Ordinance Final Action/Public Hearings/Public Comments ®

Ordinance 2023-30

Chapter 211 - TREES

§ 211-3. Preservation and Advisory Council
Council Absences

Ordinance 2023-31
Chapter 141 Handbills
(Rescind)

Ordinance 2023-32
Chapter 208 Teen Center
(Rescind)

Communication & Correspondence

Monthly Finance Report

Unfinished Business
Adoption/Resolution 2023-18/City of Milford Strategic Plan ①

New Business

Appointments/Reappointments:

- Tree Preservation and Advisory Committee
- Parks & Recreation Advisory Board
- Planning Commission
- Board of Adjustment

Adoption/Resolution 2023-15/Conversion of 19 Acres into City Park & Trail/South Rehoboth Boulevard ①
Adoption/Resolution 2023-16/DE OZ Easement Acquisition/Exchange for Mispillion River Bulkhead
Rehab ①

South Walnut Street Traffic Calming & Bike Pedestrian Study Presentation ① ²
Authorization/Utility Bill Inserts/Milford Community Parade/Solicitation Flyer ¹

Adjournment

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

ALL 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, DISTRIBUTED, OR PRESENTED AT MEETING ONCE PACKET HAS BEEN POSTED ON THE CITY OF MILFORD WEBSITE. ANY MATERIALS UTILIZED DURING THE MEETING SHALL BE FROM THE COUNCIL PACKET AND REFERENCED BY PRESENTER USING AUDIO AND VISUAL MEANS TO ENSURE VIRTUAL PARTICIPATION BY ALL IN ATTENDANCE.

*Time Limit is three minutes per speaker, not to exceed a total of fifteen minutes for all speakers prior to start of meeting/workshop.
① After official meeting begins, public comment accepted on designated items only; Up to three minutes per person will be accepted.

061323 063023 070623 071023 072823 080823 081723 081823
¹ 082223 Late Addition/City Manager/Timely Item
082423 Two Items Transferred to 09/11/2023 Agenda
²082523 Agenda Item Language Corrected
082823 Executive Session Removed



**CITY OF MILFORD
NOTICE OF ORDINANCE REVIEW
Chapter 211-Trees**

City Council Public Comments: Monday, August 28, 2023 @ 6:00 PM

NOTICE IS HEREBY GIVEN the following Ordinance is under review by the City Council of the City of Milford. Public comments will be accepted during a regular session of Council that begins at 6:00 p.m. on Monday, August 28, 2023. Following, City Council will take action to approve, deny, or modify the Ordinance that amends Chapter 26 of the Code of the City of Milford:

Whereas, the City Council of the City of Milford finds the preservation of trees within the City is of paramount importance in maintaining the quality of life within the City and to protect the health, safety and general welfare of its citizens; and

Whereas, a Preservation and Advisory Council was established to ensure the City realizes the benefits of trees by proposed policies, regulations, and standards; and

Whereas, the City Council recognizes the benefits of the fullest practicable attendance and participation at meetings by those members appointed to serve on certain public bodies.

NOW, THEREFORE, the City of Milford hereby ordains:

Section 1. The City Council of the City of Milford proposes to amend the Code of the City of Milford and specifically Chapter 211 entitled Trees.

Section 2. Amends Subsection §211-3A by correcting name of appointed body.

Section 3. Amends Subsection §211-3B by correcting name of appointed body.

Section 4. Amends Section §211-3 Preservation and Advisory Council by adding a new Subsection §211-3C relating to required attendance by Council Members.

Section 5. Amends Subsection §211-3C by re-lettering to Subsection §211-3D and correcting name of appointed body.

Section 6. Amend Subsection §211-3 D by re-lettering to Subsection §211-3E and correcting name of appointed body.

Section 7. Strikethrough text denotes a deletion; underlined, and bold text denotes an addition, to read as follows:

**ORDINANCE 2023-30
Chapter 211 - TREES**

§ 211-3. Preservation and Advisory Council.

There is hereby created and established a Preservation and Advisory Council which shall consist of five members. These five members will include volunteer citizens, residents and/or local business owners, and will be appointed by the Mayor with the approval of Council. The term of the five members appointed by the Mayor and approved by Council shall be three years, except the term of two of the members appointed to the first Board shall be for only one year and the term of two of the members appointed to the first Board shall be for two years. If a member leaves the Board during his or her term, his or her successor shall serve for the unexpired portion of the term.

- A. The members of the ~~Board~~ **Preservation and Advisory Council** shall serve without compensation.
- B. The members of the ~~Board~~ **Preservation and Advisory Council** shall have public meetings at least semi-annually.
- C. Any member who is absent from three consecutive meetings without being excused shall be considered as having vacated his/her appointment.**
- €. **D.** The ~~Board~~ **Preservation and Advisory Council** shall deliver the agenda for each meeting to the City Clerk ~~40~~ **seven (7)** days prior to the meeting date. The City Clerk shall post the agenda seven business days prior to the meeting.
- Ð. **E.** Any action taken by the ~~Board~~ **Preservation and Advisory Council** at a regularly scheduled meeting shall require a majority vote of members in attendance. Attendance by three or more members shall constitute a quorum for the conduct of business by the Board. Should nature create a hazard that needs immediate attention to protect the public's safety, the City Manager shall use his/her discretion to rectify the problem in a timely manner within the bounds of this chapter.

Section 8. Dates.

City Council Introduction August 14, 2023

City Council Public Comments & Final Determination August 28, 2023

Section 9.

Ordinance becomes effective ten (10) days following adoption.

CITY OF MILFORD
NOTICE OF ORDINANCE REVIEW & PUBLIC COMMENT PERIOD
City Council Comment Opportunity: Monday, August 28, 2023 @ 6:00 PM

NOTICE IS HEREBY GIVEN that the following Ordinance is currently under review by the City of Milford City Council, with action scheduled to occur on the date and time as indicated.

Ordinance 2023-31
Amendment to City of Milford Code
Chapter 141 - Handbills

AN ORDINANCE AMENDING THE CODE OF THE CODE OF THE CITY OF
MILFORD BY RESCINDING IN ITS ENTIRETY
Chapter 141 Entitled “Handbills”

WHEREAS, the City Council of the City of Milford is continually reviewing, revising, and updating the provisions of the City’s Code of Ordinances; and

WHEREAS, the City Council finds that updates, including removal of outdated ordinances and the elimination of redundant language, are in the best interest in the City; and

WHEREAS, it is recommended that Chapter 141 Handbills of the City of Milford Code be repealed; and

WHEREAS, equivalent language exists in Chapter 230 entitled Zoning Article IV Signs Section 24.10 Prohibitions; and

WHEREAS, as part of their review of the matter, City Council will consider any public comment presented on this ordinance during a regular meeting on August 28, 2023, that convenes at 6:00 pm; and

WHEREAS, if unable to attend meeting either in person or virtually, you may submit written comments via email to thudson@milford-de.gov; and

WHEREAS, the Notice of Ordinance Review and Public Comment Period was published in the Delaware State News on August 10, 2023.

NOW, THEREFORE, the City of Milford hereby ordains:

Section 1. Purpose: The Code of the City of Milford is amended by rescinding Chapter 141 Handbills in its entirety, as indicated below:

~~Chapter 141 HANDBILLS~~

~~§ 141-1. Posting of materials.~~

~~It shall be unlawful to post upon or attach to any tree or any telephone, telegraph or electric light pole any handbill, placard or advertisement or any written material whatsoever.~~

~~§ 141-2. Violations and penalties.~~

~~For violation of this chapter, the penalties as set forth in Chapter 1, General Provisions, Article II, General Penalty, shall apply.~~

Section 2.

Chapter 141 is hereby reserved for future use.

Section 3. Dates

Council Introduction: August 14, 2023

Council Public Comments/Determination: August 28, 2023

Section 4.

Ordinance is effective ten (10) days following adoption date.

080523

DSN 081023

080723

CITY OF MILFORD
NOTICE OF ORDINANCE REVIEW & PUBLIC COMMENT PERIOD
City Council: Monday, August 28, 2023 @ 6:00 PM

NOTICE IS HEREBY GIVEN that the following Ordinance is currently under review by the City of Milford City Council, with action scheduled to occur on the date and time as indicated.

Ordinance 2023-32
Amendment to City of Milford Code
Chapter 208 – Teen Centers

AN ORDINANCE AMENDING THE CODE OF THE CODE OF THE CITY OF
MILFORD BY RESCINDING IN ITS ENTIRETY
Chapter 208 Entitled “Teen Centers”

WHEREAS, the City Council of the City of Milford is continually reviewing, revising, and updating the provisions of the City’s Code of Ordinances; and

WHEREAS, the City Council finds that updates, including removal of outdated ordinances and the elimination of redundant language, are in the best interest in the City; and

WHEREAS, it is recommended that Chapter 208 Teen Centers of the City of Milford Code be repealed; and

WHEREAS, Teen Centers are presently regulated by Chapter 230 Zoning, Chapter 88 Building Construction, Chapter 90 Business License, and Chapter 115 Disorderly Premises of the City of Milford Code, as well as various State of Delaware laws; and

WHEREAS, as part of their review of the matter, City Council will consider any public comment presented on this ordinance during a regular meeting on August 28, 2023, that convenes at 6:00 pm; and

WHEREAS, if unable to attend Council meeting either virtually or in person, written comments can be emailed to thudson@milford-de.gov; and

WHEREAS, the Notice of Ordinance Review and Public Comment Period was published in the Delaware State News on August 10, 2023.

NOW, THEREFORE, the City of Milford hereby ordains:

Section 1. Purpose: The Code of the City of Milford is amended by rescinding Chapter 208 Teen Centers in its entirety, as indicated below:

Chapter 208 TEEN CENTERS

[HISTORY: Adopted by the City Council of the City of Milford 12-8-1970. Amendments noted where applicable.]

GENERAL REFERENCES

Curfew—See Ch. 111

§ 208-1. License required.

A.—Whoever operates, as a commercial venture, a teen center or place of amusement or dance hall catering solely or primarily to the teenage trade, shall first obtain a license from the city code official as provided in this Chapter.

B.—No license shall be issued to any person or business unless all taxes, assessments, sewer, water, electric, trash charges and any other fees due the City are paid and in good standing.

§ 208-2. General regulations.

The following regulations shall apply to the operations of such places of amusement as referred to above:

A.—The establishment shall be so constructed that it will meet all fire and safety standards and shall be so certified by the proper inspection authorities before a license is granted.

B.—In the event that food or drink is to be dispensed, the same standards as to sanitation shall apply as in the case of other eating establishments.

C.—At least two separate rest rooms in good working order shall be maintained, one for boys and one for girls, and they shall be so marked.

D.—The facilities shall be so constructed that all activity is in plain view of the management at all times, and there shall be no doors leading to connecting rooms.

E.—There shall be no other rooms, halls or other space available to the customers.

F.—For the safety of the occupants, the establishment shall be so lighted inside that the floor and furniture or fixtures shall be clearly distinguishable.

G.—Not more than one pool or billiard table shall be provided, and it shall be in the same room (or in plain view) as the other activities being carried on in the establishment.

H.—No betting or gambling of any nature whatsoever shall be permitted.

I.—No one under the age of 13 or over the age of 18 shall be admitted or allowed to remain on the premises during all hours of operation.

J.—No one under the influence of an intoxicating beverage or dangerous drugs shall be admitted to or allowed to remain on the premises, and no intoxicating beverages, narcotics, marijuana, central nervous system stimulants or depressants, mescaline, methadrine, LSD or other dangerous drugs shall be allowed anywhere thereon.

- ~~K. No disorderly conduct of any kind shall be allowed on the premises.~~
- ~~L. Hours of operation on days when the public schools are in session shall not start before 3:30 p.m., and at all times the closing time shall be not later than 11:00 p.m.~~
- ~~M. A responsible adult shall be in charge of the operation at all times and be accountable for the enforcement of the rules and regulations.~~
- ~~N. Rules and regulations governing the operation of the establishment shall be posted in a prominent place in the establishment.~~

~~§ 208-3. Violations and penalties.~~

~~Upon complaint made to the city regarding any alleged violation of this chapter, the Mayor shall appoint a committee of two or more persons to view the premises, and if violation is found to exist, the committee shall promptly inform the person then in charge of the establishment to correct the same; or, in the event that intoxicating liquors or dangerous drugs as defined herein are found upon the premises, the committee, upon investigation and proof thereof, may recommend to the City Council that the license of the establishment be suspended for a period not exceeding one month. In the event of more than three violations within any twelve month period, the Council may revoke the license of the establishment, after a hearing held, upon giving not less than 10 days' notice of the time and place thereof to the licensee.~~

Section 2.

Chapter 208 is hereby reserved for future use.

Section 3. Dates

Council Introduction: August 14, 2023

Council Public Comments/Determination: August 28, 2023

Section 4.

Ordinance is effective ten (10) days following adoption date.

080523

DSN 081023

080723

Milford



SCHOOL DISTRICT

HOME of the BUCCANEERS

ADMINISTRATION

Bridget R. Amory, Ed.D.
Interim Superintendent

Kelly Carvajal Hageman, Ed.D.
Chief Academic Officer

Sara E. Hale, DBA
Chief Operating Officer

Laura L. Manges, M.Ed.
Director of Human Resources

Jennifer Hallman, M.Ed.
Director of Student Services

August 17, 2023

Milford City Council Members

Mr. Jason James, Sr., Vice Mayor
Mr. Mark Whitfield, City Manager

City of Milford
119 S. Walnut Street
Milford, DE 19963

Dear Milford City Council,

BOARD OF EDUCATION

Scott L. Fitzgerald
President

Matt Bucher
Vice President

Adam S. Brownstein

Ashlee N. Connell

Victor C. Elzey

Jennifer L. Massotti

Jean A. Wylie

Mailing Address

906 Lakeview Avenue
Milford, DE 19963

Telephone

(302) 422-1600

Fax

(302) 422-1608

Website

www.milfordschooldistrict.org

Thank you for your continued support and partnership with Milford School

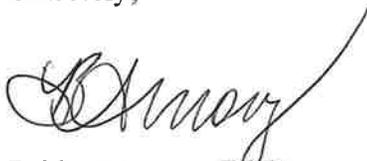
District. We are looking forward to continuing our work together to ensure our

students are provided with the opportunity to earn credentials they can ultimately

use in giving back to our greater community. Your financial support is greatly

appreciated. If you have any questions, please do not hesitate to contact my office.

Sincerely,



Bridget Amory, Ed.D.
Interim Superintendent



Financial Reporting Package
As of and For the Period Ended July 31, 2023

Net Cash and Funding Availability Summary (*in thousands*)

Cash & Investment Balance Rollforward

Restricted Cash Reserves Report

Enterprise Funds YTD Revenue & Expenditure Report

General Fund YTD Revenue & Expenditure Report

Appendix: ARPA Funding Plan vs Actual Expenses

Appendix: Milford Police Facility Project Spending vs Budget

Legacy Revenue Report with MTD & YTD vs Annual Budget

Legacy Expenditure Report with MTD & YTD vs Annual Budget

Legacy Interservice Department Cost Allocation

City of Milford, Delaware
 Net Cash and Funding Availability Summary (in thousands)¹
 For the Period Ended July 31, 2023

1 **Operating Cash Balances**

▼ Marks Ref Closing Bal³

Description	Opening Balance (Jun 30, 2023)	Closing Balance (Jul 31, 2023)	Projected Cashflows	Commitments & Restrictions	Minimum Cash Requirement/ERR	Uncommitted / Unrestricted
General Fund	\$ 2,032 →	\$ 1,990	\$ 79	\$ (487)	\$ (1,509)	\$ 74
Electric Fund	3,868 →	3,992	154	(1,353)	(1,652)	1,141
Water Fund	3,258 →	3,448	110	(2,217)	(294)	1,047
Sewer Fund	1,941 →	2,088	66	(1,653)	(205)	296
Solid Waste Fund	347 →	373	11	(132)	(190)	62
Operating Cash Totals³	\$ 11,445 →	\$ 11,892	\$ 420	\$ (5,842)	\$ (3,849)	\$ 2,621

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

Description	Opening Balance (Jun 30, 2023)	Closing Balance (Jul 31, 2023)	Projected Cashflows	Commitments & Restrictions	Minimum Cash Requirement/ERR	Uncommitted / Unrestricted
General Improvement	\$ 1,610 →	\$ 1,502	\$ -	\$ (1,502)	\$ -	\$ -
Municipal Street Aid (MSA)	653 →	656	-	(656)	-	-
Realty Transfer Tax (RTT)	610 →	659	5,819	(4,221)	(1,280)	977
Economic Development	515 →	515	89	(419)	-	185
Lodging Tax Fund	609 →	633	99	(732)	-	-
ARPA Grant Fund	527 ↓	453	-	(453)	-	-
Special Purpose Cash Totals³	\$ 4,525 →	\$ 4,418	\$ 6,007	\$ (7,984)	\$ (1,280)	\$ 1,162

18 **Reserve Fund Cash Balances¹**

Description	Opening Balance (Jun 30, 2023)	Closing Balance (Jul 31, 2023)	Projected Cashflows	Commitments & Restrictions	Minimum Cash Requirement/ERR	Uncommitted / Unrestricted
General Fund Capital Reserves	\$ 2,019 →	\$ 2,026	\$ 2,953	\$ (4,699)	\$ (249)	\$ 31
Water Fund Capital Reserves	2,066 →	2,073	2,217	(1,437)	(2,758)	94
Sewer Fund Capital Reserves	4,503 →	4,519	1,653	(1,881)	(3,887)	404
Solid Waste Fund Capital Reserves	133 →	133	143	(237)	(40)	-
Electric Fund Capital Reserves ²	12,265 →	12,307	3,853	(7,731)	(8,014)	416
Operating Cash Totals³	\$ 20,986 →	\$ 21,058	\$ 10,819	\$ (15,985)	\$ (14,947)	\$ 945

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

Description	Opening Balance (Jun 30, 2023)	Closing Balance (Jul 31, 2023)	Projected Cashflows	Commitments & Restrictions	Minimum Cash Requirement/ERR	Uncommitted / Unrestricted
Police & General Gov't Facilities	\$ 456 →	\$ 475	\$ 367	\$ (841)	\$ -	\$ -
Carlisle Fire Co Permit Fund	691 →	702	122	(824)	-	-
Parks & Recreation Facilities	149 →	151	26	(177)	-	-
Water Impact Fee Reserves	5,156 →	5,348	2,108	(7,456)	-	-
Sewer Impact Fee Reserves	2,937 →	3,038	1,114	(4,152)	-	-
Electric Impact Fee Reserves	1,211 →	1,231	224	(1,455)	-	-
Impact Fees & Police/GF Totals³	\$ 10,599 →	\$ 10,944	\$ 3,962	\$ (14,906)	\$ -	\$ -

Grand Totals³	\$ 47,555 ▲	\$ 48,313	\$ 21,208	\$ (44,717)	\$ (20,076)	\$ 4,728
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¹New report merges Cash Roll (p.2) and Restricted Reserves (p.3) into one single reference for net funds available after commitments & restrictions.

²Realty Transfer Taxes (RTT) and Electric Fund Reserves totaling \$7.5 million are being temporarily consumed to offset interest costs associated with the PD Facility construction. The recovery of the funds through project financing is reflected in the Projected Cashflows columns for RTT and Electric (\$5 million and \$2.5 million, respectively).

³Closing Balance Indicator sets Red, Yellow and Green signify month-to-month cash variance as follows:





-10% ≤ Variance ≤ 10%
-5% ≤ Variance ≤ 5%
-2.5% ≤ Variance ≤ 2.5%

City of Milford, Delaware
Cash and Investment Balance¹ Rollforward
For the Period Ended July 31, 2023

1 **Operating Cash Balances**

▼ Marks Ref Closing Bal⁴

Description	Opening Balance (Jun 30, 2023)	Receipts	Interest Earned	Disbursements	Closing Balance (Jul 31, 2023)
General Fund ²	\$ 2,031,895	\$ 855,053	\$ 7,121	\$ (903,722) →	\$ 1,990,346
Electric Fund	3,867,897	2,400,775	13,555	(2,290,132) →	3,992,096
Water Fund	3,257,601	309,030	11,416	(130,226) →	3,447,821
Sewer Fund	1,940,658	442,011	6,801	(301,453) →	2,088,017
Solid Waste Fund	347,047	128,404	1,216	(103,313) →	373,355
Operating Cash Totals⁴	\$ 11,445,097	\$ 4,135,274	\$ 40,110	\$ (3,728,846) 🟡	\$ 11,891,635

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

Description	Opening Balance (Jun 30, 2023)	Receipts	Interest Earned	Disbursements ³	Closing Balance (Jul 31, 2023)
General Improvement	\$ 1,609,800	\$ -	\$ 8,131	\$ (115,461) →	\$ 1,502,470
Municipal Street Aid (MSA)	652,715	-	3,297	- →	656,012
Realty Transfer Tax (RTT)	610,338	62,083	3,083	(16,667) →	658,838
Economic Development	515,247	-	-	- →	515,247
Lodging Tax Fund	609,467	23,525	-	- →	632,991
ARPA Grant Fund ³	527,305	-	-	(74,378) ↓	452,927
Special Purpose Cash Totals⁴	\$ 4,524,872	\$ 85,608	\$ 14,511	\$ (206,506) 🟡	\$ 4,418,485

18 **Reserve Fund Cash Balances**

Description	Opening Balance (Jun 30, 2023)	Receipts	Interest Earned	Disbursements ³	Closing Balance (Jul 31, 2023)
General Fund Capital Reserves	\$ 2,018,994	\$ 115,461	\$ 6,940	\$ (115,461) →	\$ 2,025,934
Water Fund Capital Reserves	2,065,515	-	7,100	- →	2,072,615
Sewer Fund Capital Reserves	4,503,268	-	15,480	- →	4,518,748
Solid Waste Fund Capital Reserves	133,028	-	457	- →	133,485
Electric Fund Capital Reserves ²	12,265,171	-	42,163	- →	12,307,333
Reserve Fund Cash Totals⁴	\$ 20,985,976	\$ 115,461	\$ 72,140	\$ (115,461) 🟡	\$ 21,058,116

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

Description	Opening Balance (Jun 30, 2023)	Receipts	Interest Earned	Disbursements	Closing Balance (Jul 31, 2023)
Police & General Gov't Facilities ³	\$ 456,294	\$ 33,323	\$ -	\$ (14,725) →	\$ 474,893
Carlisle Fire Co Permit Fund	690,828	11,108	-	- →	701,935
Parks & Recreation Facilities	148,500	2,400	-	- →	150,900
Water Impact Fee Reserves	5,156,087	191,675	-	- →	5,347,762
Sewer Impact Fee Reserves	2,936,723	101,273	-	- →	3,037,996
Electric Impact Fee Reserves	1,210,590	20,400	-	- →	1,230,990
Impact Fees & Police/GF Totals⁴	\$ 10,599,022	\$ 360,179	\$ -	\$ (14,725) 🟡	\$ 10,944,476

Grand Totals⁴	\$ 47,554,967	\$ 4,696,522	\$ 126,761	\$ (4,065,538) 🟡	\$ 48,312,713
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¹Balances are not indicative of funding availability; see enclosed Restricted Cash Reserves and Net Cash & Funding Availability Reports for detail.

²General Fund Operating Cash (Row 3) dipped below \$2 million as a result of cyclical cash receipts and are expected to reverse course in Sept-Oct.

³\$74k in ARPA funding (Line 16) is related primarily to year-end and early July IT initiatives. \$115k disbursed from reserves (lines 20-24) is attributable to ongoing, grant-funded parks & rec projects.

⁴Closing Balance Indicator sets **Red**, **Yellow** and **Green** signify month-to-month cash variance as follows:



-10% ≤ Variance ≤ 10%



-5% ≤ Variance ≤ 5%



-2.5% ≤ Variance ≤ 2.5%

City of Milford, Delaware
Restricted Cash Reserves Report
As of July 31, 2023

General Fund Capital Reserves		Amount
Cash/Investment Balance (7/31/23)	\$	2,025,934
Expected Contributions & Interest		952,913
Restricted Funds:		
Vehicle & Equipment Replacement		(640,677)
Street Repair		(1,115,364)
Parking Enhancements		(320,000)
Parkland, Trails & Recreation		(944,490)
Other Proj, Incl MCC Design		(680,543)
OpEx Support (PD R/M)		(998,036)
Support Policy with RTT ¹		2,000,000
Reserve (MCR) Policy ⁶		-
Equipment Replacement Reserve ²		(248,870)
Uncommitted Reserve Balance	\$	30,867

Electric Fund Capital Reserves		Amount
Cash/Investment Balance (7/31/23)	\$	12,307,333
Expected Contributions & Interest		3,853,489
Restricted Funds:		
Electric Vehicles & Equipment		(359,306)
Lighting & System Improvements		(584,637)
Traffic Signal Upgrades		(289,464)
Citywide Projects		(2,437,911)
Redeem / Defeasement Bond ⁷		(4,060,000)
Reserve (MCR) Policy ^{3,6}		(7,618,295)
Equipment Replacement Reserve ³		(395,237)
Uncommitted Reserve Balance	\$	415,973

Water Fund Capital Reserves		Amount
Cash/Investment Balance (7/31/23)	\$	2,072,615
Expected Contributions & Interest		2,216,753
Restricted Funds:		
Vehicle & Equipment Replacement		(136,859)
Street-Utility Engineering/Infra		(606,000)
		-
Milford Business Campus		-
Reserve-Funded Projects		(694,180)
		-
Reserve (MCR) Policy ^{3,6}		(2,607,752)
Equipment Replacement Reserve ³		(150,545)
Uncommitted Reserve Balance	\$	94,032

Solid Waste Reserves		Amount
Cash/Investment Balance (7/31/23)	\$	133,485
Expected Contributions & Interest		142,924
Restricted Funds:		
Solid Waste Vehicles & Equipment ⁴		(150,760)
Solid Waste Alloc of PW Projects		(86,067)
		-
Reserve (MCR) Policy ⁴		-
Equipment Replacement Reserve ⁴		(39,582)
Uncommitted Reserve Balance	\$	0

Sewer Fund Capital Reserves		Amount
Cash/Investment Balance (7/31/23)	\$	4,518,748
Expected Contributions & Interest		1,653,122
Restricted Funds:		
Sewer Vehicles & Equipment		(48,112)
Citywide Projects & Engineering		(2,869)
Utility Engineering		-
		-
Reserve-Funded Projects		(1,829,624)
		-
Reserve (MCR) Policy ^{3,6}		(3,834,077)
Equipment Replacement Reserve ³		(52,923)
Uncommitted Reserve Balance	\$	404,265

MSA & RTT Reserves		Amount
RTT Balance (7/31/23)		658,838
MSA Balance (7/31/23)		656,012
MSA & RTT Est Receipts thru FY24:		5,819,219
MSA: Street & Bridge Improvements		(1,190,958)
RTT: Transfer to Police Dept		(183,333)
RTT: Sidewalk Project Funding		(632,170)
MSA & RTT: 2020 Combined St-Util		(871,000)
		-
RTT: Support GF Policies ¹		(2,000,000)
RTT: Reserve Policy ⁵		(1,280,031)
Uncommitted Reserve Balance	\$	976,577

¹Approved GF Reserve Policies permit support from an eligible funding source; portion of RTT balance pledged to support GF Reserves for foreseeable future

²Approved GF Reserve Policies recommend MCR of 45 days OpEx & Equip Repl Res minimum of 110% of upcoming CIP budget

³Approved Reserve Policies split Minimum Cash Req'd from COS study into new MCR & Equip Repl Reserve (20% of CIP)

⁴Solid Waste Reserves initiated in FY22 with seed funding from interfund loan forgiveness. Funds accumulated through FY23 used for collection equipment; 100% being reserved in FY24+.

⁵Approved Reserve Policies recommend dynamic MCR based on average of trailing-three-year RTT receipts; FY24 increase related to strong FY23 vs FY20, which fell out of T3 Avg

⁶The Days Operating Expenditures (Days OpEx) piece of MCRs reclassified from Reserve balances here to Operating Cash; the Total MCR has not changed

⁷The interest rate environment was changing in 2021-22, which coincided with \$7 million property investment cash outflows, prompting a review of the value of the redemption. Economic or "artificial" defeasement of the debt was introduced to the electric rate consultants and the City's new investment managers; funds transferred in August 2023.

City of Milford, Delaware
Enterprise Funds: Statement of Revenues & Expenditures
For the YTD Period Ended July 31, 2023 vs Prior FYTD & Current Budget (in thousands)

Enterprise Funds Profit & Loss (P&L) Statement	Electric		Water		Sewer		Solid Waste		Total	FY24 Total <i>(as % of Rev)</i>	FY23 Total <i>(as % of Rev)</i>	
1 Operating Revenue	\$	2,627	\$	321	\$	474	\$	140	\$	3,562	100.0%	100.0%
2 Cost of Revenue ¹		(2,121)		(31)		(226)		(27)		(2,405)	-67.5%	-70.1%
3 Gross Margin		507		289		248		113		1,157	32.5%	29.9%
4 Operating Expenses												
5 Operations & Maintenance		(64)		(36)		(37)		(2)		(139)	-3.9%	-3.6%
6 Personnel		(42)		(14)		(13)		(12)		(81)	-2.3%	-4.0%
7 Total Operating Expenses		(106)		(49)		(50)		(14)		(220)	-6.2%	-7.6%
8 Operating Income	\$	401	\$	240	\$	197	\$	99	\$	937	26.3%	22.3%
9 Non-Operating Revenue (Expense)		1		-		45		-		46	1.3%	0.2%
10 Surplus (Deficit) for debt service & capital		402		240		242		99		984	27.6%	22.5%
11 Debt Service - Principal & Interest		-		-		-		-		-	0.0%	-0.2%
12 Capital Spending / Contributions from (to) Reserves		-		-		-		-		-	0.0%	0.0%
13 Surplus (deficit) available for transfers		402		240		242		99		984	27.6%	22.3%
14 Transfers Out		(208)		(25)		(25)		-		(258)	-7.3%	-7.6%
15 Net Surplus (Deficit) - FYTD through Jul 2023	\$	194	\$	215	\$	217	\$	99	\$	725	20.4%	14.7%
16 Net Surplus (Deficit) - FYTD through Jul 2022	\$	7	\$	200	\$	198	\$	43	\$	448	14.7%	
17 Current vs Prior - Favorable (Unfavorable)²	↑	\$ 187	↑	\$ 15	↑	\$ 19	↑	\$ 56	↑	\$ 277	↑ 5.7%	
18 Net Surplus (Deficit) - Current FYTD Budget	\$	108	\$	51	\$	64	\$	9	\$	232	6.9%	
19 Current vs Budget - Favorable (Unfavorable)²	↑	\$ 86	↑	\$ 164	↑	\$ 153	↑	\$ 90	↑	\$ 494	↑ 13.4%	

¹Cost 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.

²Comparative Indicators **Green**, **Yellow** and **Red** signify favorable variance greater than 5%, marginal variance within ±5%, and unfavorable variance below -5%, respectively, for departmental comparisons. Total variance carries tighter bounds of >2.5%, ±2.5% and <2.5%, while the percentage variance uses >1.0%, ±1.0% and <1.0%, respectively.

City of Milford, Delaware
 General Fund: Statement of Revenues & Expenditures¹
 For the YTD Period Ended July 31, 2023 vs Prior FYTD & Current Budget (in thousands)

General Fund Sources and Uses of Funding	Admin & Council	Public Safety	Parks & Rec	Planning & All Other	Total	FY24 Total <i>(as % of Rev)</i>	FY23 Total ² <i>(as % of Rev)</i>
Sources of Funding:							
Real Estate (Property) Taxes	\$ 1	\$ -	\$ -	\$ -	\$ 1	0.2%	6.8%
Permits, Licensing & Franchise Fees	25	-	-	47	72	10.6%	11.0%
Fines, Fees & Misc Revenue	0	30	-	-	30	4.4%	4.9%
General Revenue Subtotal	27	30	0	47	104	15.2%	22.7%
Utility Transfers & Cost Allocation	321	-	-	-	321	47.1%	77.3%
Grant Revenue	0	23	115	-	138	20.2%	0.0%
Application of Reserve Balances	102	17	-	-	118	17.4%	0.0%
General Fund Operating Support	423	39	115	0	577	84.8%	77.3%
Total Sources of Funding	\$ 450	\$ 69	\$ 115	\$ 47	\$ 681	100.0%	100.0%
Uses of Funding:							
Operations & Maintenance	19	52	44	17	132	19.4%	44.8%
Personnel	75	528	83	182	868	127.6%	114.4%
Total Operating Expenses	94	580	127	199	1,000	147.0%	159.2%
Surplus (Deficit) for Debt Svc & Capital	\$ 355	\$ (511)	\$ (12)	\$ (152)	\$ (320)	-47.0%	-59.2%
Debt Service - Principal & Interest	-	-	-	-	-	0.0%	0.0%
Capital Spending / Transfers from (to) Reserves	-	-	115	-	115	17.0%	26.6%
Net Surplus (Deficit) - FYTD through Jul 2023	\$ 355	\$ (511)	\$ (127)	\$ (152)	\$ (435)	-63.9%	-85.8%
Net Surplus (Deficit) - FYTD through Jul 2022	\$ 228	\$ (357)	\$ (64)	\$ (94)	\$ (287)	-85.8%	
Current vs Prior - Favorable (Unfavorable)²	↑ \$ 127	↓ \$ (154)	↓ \$ (63)	↓ \$ (58)	↓ \$ (148)	↑ 21.9%	
Net Surplus (Deficit) - Current FYTD Budget	\$ (146)	\$ (480)	\$ (169)	\$ (254)	\$ (1,048)	-183.6%	
Current vs Budget - Favorable (Unfavorable)³	↑ \$ 501	↓ \$ (32)	↑ \$ 42	↑ \$ 102	↑ \$ 613	↑ 119.7%	

¹This Statement presents the same general fund financial performance available in the legacy Revenue and Expenditure Reports in a one-page consolidated executive summary. The common size reporting (two rightmost columns) benefits readers in two ways; first, each line is scaled with total revenue to add context, and second, the common size format is comparable across fiscal years and budgets. This report should be considered a working draft that will be improved over time to improve its usefulness to readers.

²This format presents expenditures in the context of funding sources while comparing subtotals (rightmost column) and the net surplus (deficit) to the prior YTD period (rows 19 & 20)

³Comparative Indicators **Green**, **Yellow** and **Red** signify favorable variance greater than 5%, marginal variance within ±5%, and unfavorable variance below -5%, respectively, for departmental comparisons. Total variance carries tighter bounds of >2.5%, ±2.5% and <2.5%, while the percentage variance uses >1.0%, ±1.0% and <1.0%, respectively.

Appendix: Planned Use of Funding vs Spending by Category
American Rescue Plan Act of 2021 ("ARPA")

<i>Actual Spending by Category vs Plan, as Amended</i>						
ARPA Eligibility Categories	Plan (4/30/23) ¹	Actual (6/30/23)	Actual (7/31/23)	Jul 2023 Activity	Remaining	Notes
COVID-19 Health Impact	\$ 1,133,568	\$ 1,041,492	\$ 1,056,370	\$ 14,878	\$ 77,198	
Operational Facilities	778,000	763,632	778,000	14,368	-	PD Vehicles, City Hall/IT Upgrades
Administering COVID-19 Response	29,258	24,000	24,510	510	4,748	Pro Rata portion of DE Treasury ARPA Attorney
Behavioral Health Care	180,000	180,000	180,000	-	-	Primarily Personnel Costs
Air Quality & Ventilation	145,712	73,262	73,262	-	72,450	HVAC Repair in Finc & P&R Offices; PW Areas Tentative
COVID-19 Mitigation	598	598	598	-	-	Vaccination Incentive; COVID test kits
COVID-19 Economic Impact	\$ 855,992	\$ 851,752	\$ 855,992	\$ 4,240	\$ -	
Assistance to Community (Annual)	322,114	322,114	322,114	-	-	DMI, Armory, Museum, CFC (Misp Art Lg R/C to Signage)
Assistance to Community & Households	255,394	255,394	255,394	-	-	MHDC, CFC, Food Bank, Library
Critical Ops Staffing / Retention	236,476	236,476	236,476	-	-	December 2021 Initiative
Aid Tourism Recovery	24,709	20,469	24,709	4,240	-	Signage / Banner Upgrade, Parks & Planning Revenue Recov
Operational Facilities	14,674	14,674	14,674	-	-	City Hall Access Panel Upgrades
Parks & Rec Programming	2,625	2,625	2,625	-	-	Signage cost share with DMI
Infrastructure	\$ 4,329,459	\$ 3,652,979	\$ 3,697,979	\$ 45,000	\$ 631,480	
Water Quality	2,877,074	2,827,074	2,827,074	-	50,000	Misp St Proj; NE Front St Water Line Replacement; 2020 Combined Utilities / Streets Proj
Flood/Pollution Control	724,527	212,729	212,729	-	511,798	4th St Drainage & Mispillion St Project
Improve Resilience to Disasters	435,000	320,318	365,318	45,000	69,682	Pump Station Upgrades, Spare Pumps & IT Initiatives
Improve Wastewater Treatment	292,858	292,858	292,858	-	-	Sewer part of Mispillion St Proj; NW Front Sewer
Revenue Recovery	\$ 14,874	\$ 4,614	\$ 14,874	\$ 10,260	\$ -	
Parks & Rec Programming	7,112	4,614	7,112	2,498	-	
Economic Development	7,762	-	7,762	7,762	-	
Public Safety Operations	-	-	-	-	-	Public Safety Revenue Recovery reassigned to Vehicles
Grand Total	\$ 6,333,893	\$ 5,550,836	\$ 5,625,214	\$ 74,378	\$ 708,678	

¹Adjusted to reflect funding available through the CARES act, Sussex County RTT funds and Council approval of additional vehicle funding

Appendix: Milford Police Facility Project Spending vs Budget
Project Inception through July 31, 2023

Actual Spending by Category & Subcategory vs Budget									
Bid Category	Awarded Contracts / Budget	Project Activity	Less: Retainage	Total Payable	PNC BAN Payments	Facility Fund Payments	General Fund Payments	Notes	
Pre-Construction	\$ 835,265	\$ 827,311	\$ -	\$ 827,311	\$ -	\$ (789,786)	\$ (29,671)		
Design / Architecture	805,594	797,640	-	797,640	-	(789,786)	-	FY19-FY23	
Referendum / Administrative	29,671	29,671	-	29,671	-	-	(29,671)	FY19-FY22	
Construction Management	\$ 649,392	\$ 495,956	\$ -	\$ 495,956	\$ (363,865)	\$ -	\$ -		
Fixed/On-Stie Construction Mgmt: RYJ	266,260	287,349	-	287,349	(215,512)	-	-	FY23	
Variable Const Mgmt Fees: RYJ	383,132	208,607	-	208,607	(148,353)	-	-	FY23	
Construction: 16 Core Contracts	\$ 13,305,809	\$ 10,019,585	\$ 500,979	\$ 9,518,606	\$ (8,738,934)	\$ -	\$ -		
Sitework: Zack Excavating	1,976,508	1,300,125	65,006	1,235,119	(1,092,037)	-	-	FY23 / Current	
Concrete: Gullwing	293,000	293,000	14,650	278,350	(278,350)	-	-	FY23 / Current	
Masonry: L. Wilson	790,000	788,500	39,425	749,075	(749,075)	-	-	FY23 / Current	
Steel Work: R.C. Fabricators	868,000	856,082	42,804	813,278	(813,278)	-	-	June (FY22) - Current	
Carpentry & Gen: Conventional	1,076,360	596,403	29,820	566,583	(262,824)	-	-	Sept (FY22) - Current	
Roofing: Quality Exteriors	933,252	887,452	44,373	843,079	(796,624)	-	-	June (FY22) - Current	
Hardware: Precision	232,231	132,582	6,629	125,953	(124,318)	-	-	Jan (FY23) - Current	
Glasswork: Walker & LaBarge	183,600	172,500	8,625	163,875	(155,382)	-	-	Oct (FY22) - Current	
Drywall/Stud: Peninsula	1,317,000	1,238,211	61,911	1,176,300	(1,176,300)	-	-	FY23 / Current	
Acoustical: Master Interiors	259,080	150,240	7,512	142,728	(120,015)	-	-	June (FY22) - Current	
Floor Covering: Tri-State	492,124	177,858	8,893	168,965	(168,965)	-	-	June (FY22) - Current	
Caulk & Paint: M&S Painting	66,570	41,836	2,092	39,744	(33,082)	-	-	Feb (FY23) - Current	
Casework: Modular Concepts	108,125	-	-	-	-	-	-		
Mechanical: J.F Sobieski	2,081,649	1,752,596	87,630	1,664,966	(1,589,051)	-	-	June (FY22) - Current	
Fire Sprinkler: Bear Industries	98,780	88,780	4,439	84,341	(82,007)	-	-	FY23 / Current	
Electrical: Filec Services	2,529,530	1,543,420	77,171	1,466,249	(1,297,624)	-	-	FY23 / Current	
Construction: Other Activity	\$ 600,000	\$ 23,837	\$ -	\$ 23,837	\$ (23,837)	\$ 47,674	\$ (71,511)		
Technology	150,000	-	-	-	-	-	-		
Furniture, Fixtures & Equip	450,000	23,837	-	23,837	(23,837)	47,674	(71,511)		
Post-Construction / Contingencies	\$ 1,109,534	\$ 847,017	\$ 661,614	\$ 185,403	\$ (185,403)	\$ -	\$ -		
Builder's Contingency ¹	520,062	331,629	331,629	-	-	-	-	Jan/Feb (FY23) - Current	
Owner's Contingency ²	589,472	515,388	329,985	185,403	(185,403)	-	-	FY22 - Current	
Grand Total	\$ 16,500,000	\$ 12,213,706	\$ 1,162,594	\$ 11,051,112	\$ (9,312,039)	\$ (742,112)	\$ (101,182)		

^{1,2}Builder's and Owner's Contingency were established to account for anticipated but unknown project expenditures arising at the site as construction unfolded (Builder's) and a mix of known and unknown project expenditures related to project financing, permitting and administration. About \$270k of Builder's Contingency arose from Jan-Feb 2023 and was presented to Council February 27, 2023.

¹About \$270k of Builder's Contingency was related to the facility's electric service emerging in Jan-Feb 2023 and was presented to Council February 27, 2023.

²\$160k of Owner's Contingency consists primarily of interest on temporary financing and is paid monthly with loan proceeds, while about \$330k is the estimated cost of the communications upgrade.

City of Milford, Delaware
 Legacy Revenue Report: MTD and YTD Actual vs Annual Budget
 For the YTD Period Ended July 31, 2023

8.3% of Year Elapsed

Account / Function	FY24 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget
General Fund:				
Economic Development Fund ¹	\$ 105,860	\$ -	\$ -	0.0%
General Fund Reserves	1,114,525	-	-	0.0%
ARPA Funding - Operating Support	21,245	-	-	0.0%
Realty Transfer Tax - Police	200,000	16,667	16,667	8.3%
Real Estate Tax	5,732,358	1,395	1,395	0.0%
Business License	67,000	2,270	2,270	3.4%
Rental License	120,000	900	900	0.8%
Building Permits	250,000	35,575	35,575	14.2%
Planning & Zoning	65,000	6,904	6,904	10.6%
Leases and Franchise Fees ¹	430,069	25,162	25,162	5.9%
Grasscutting Revenue	20,000	1,333	1,333	6.7%
Police Revenues	523,680	29,791	29,791	5.7%
Misc. Revenues ¹	20,500	470	470	2.3%
Transfers In	5,221,976	320,833	320,833	6.1%
Total General Fund Revenue	\$ 13,892,213	\$ 441,301	\$ 441,301	3.2%
Enterprise Funds:				
Water Fund Revenues	\$ 3,601,227	\$ 320,795	\$ 320,795	8.9%
Sewer Fund Revenues	3,271,974	272,733	272,733	8.3%
Kent County Sewer	2,533,811	201,226	201,226	7.9%
Solid Waste Fund Revenues	1,710,494	140,232	140,232	8.2%
Electric Fund Revenues	28,893,293	2,628,766	2,628,766	9.1%
Total Enterprise Fund Revenue	\$ 40,010,799	\$ 3,563,752	\$ 3,563,752	8.9%
Other Enterprise Revenue	\$ -	\$ 840	\$ 840	
Other Enterprise Expense	-	9,569	9,569	
Total General & Enterprise Fund Revenue	\$ 53,903,012	\$ 4,015,462	\$ 4,015,462	7.4%

¹Recurring, budgeted revenue such as franchise fees, tower leases and pole attachment fees reclassified from miscellaneous revenues (line 14) to leases and franchise fees (line 11)

City of Milford, Delaware
 Legacy Expenditure Report: MTD and YTD Actual vs Annual Budget
 For the YTD Period Ended July 31, 2023

8.3% of Year Elapsed

Fund / Account / Divisional Groupings	FY24 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget	Unexpended Balance
General Fund					
City Administration					
Personnel	\$ 621,570	\$ 47,538	\$ 47,538	7.6%	\$ 574,032
Operation & Maintenance (O&M)	137,511	4,968	4,968	3.6%	132,543
Capital	-	-	-		-
Subtotal: City Administration	759,081	52,505	52,505	6.9%	706,575
City Clerks					
Personnel	\$ 337,869	\$ 26,040	\$ 26,040	7.7%	\$ 311,829
Operation & Maintenance (O&M)	81,851	1,777	1,777	2.2%	80,074
Capital	-	-	-		-
Subtotal: City Clerks	419,720	27,817	27,817	6.6%	391,903
Planning & Zoning					
Personnel	\$ 676,580	56,847	56,847	8.4%	619,734
O&M	154,432	639	639	0.4%	153,793
Capital	70,000	-	-	0.0%	70,000
Subtotal: Planning & Zoning	901,012	57,486	57,486	6.4%	843,527
Council					
Personnel	54,990	1,550	1,550	2.8%	53,440
Legal	30,150	2,513	2,513	8.3%	27,638
City Hall Building Expense	38,961	3,247	3,247	8.3%	35,714
Insurance	17,650	444	444	2.5%	17,206
Council Expense	40,000	1,288	1,288	3.2%	38,712
Codification	18,000	3,618	3,618	20.1%	14,382
Carlisle Fire Company	205,000	-	-	0.0%	205,000
Museum	40,000	-	-	0.0%	40,000
Downtown Milford, Inc.	50,000	-	-	0.0%	50,000
Milford Public Library	28,000	-	-	0.0%	28,000
Armory Expenses	25,000	1,154	1,154	4.6%	23,846
Community Festivals	70,000	-	-	0.0%	70,000
Election Expense	13,500	-	-	0.0%	13,500
Other O&M	79,890	79	79	0.1%	79,811
Emergency Operations	50,000	-	-	0.0%	50,000
Subtotal: Council	761,141	13,893	13,893	1.8%	747,248

City of Milford, Delaware
 Legacy Expenditure Report: MTD and YTD Actual vs Annual Budget
 For the YTD Period Ended July 31, 2023

8.3% of Year Elapsed

Fund / Account / Divisional Groupings	FY24 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget	Unexpended Balance
Finance					
Personnel	643,770	52,436	52,436	8.1%	591,334
O&M	67,080	4,779	4,779	7.1%	62,301
Capital	-	-	-		-
Subtotal: Finance	710,850	57,215	57,215	8.0%	653,635
Information Technology					
Personnel	482,545	38,215	38,215	7.9%	444,330
O&M	524,445	329	329	0.1%	524,116
Capital ¹	973,743	-	-	0.0%	973,743
Subtotal: Information Technology	1,980,733	38,544	38,544	1.9%	1,942,188
Police Department					
Personnel	5,530,716	528,218	528,218	9.6%	5,002,498
O&M	1,388,456	49,920	49,920	3.6%	1,338,536
Capital	501,396	334,544	334,544	66.7%	166,852
Subtotal: Police Department	7,420,568	912,682	912,682	12.3%	6,507,886
Streets & Grounds Division					
Personnel	425,400	34,297	34,297	8.1%	391,104
O&M	565,968	11,009	11,009	1.9%	554,959
Capital	182,330	-	-	0.0%	182,330
Subtotal: Streets & Grounds Division	1,173,699	45,305	45,305	3.9%	1,128,393
Parks & Recreation					
Personnel	790,970	83,359	83,359	10.5%	707,611
O&M	701,910	43,723	43,723	6.2%	658,187
Capital	594,526	115,461	115,461	19.4%	479,065
Subtotal: Parks & Recreation	2,087,406	242,543	242,543	11.6%	1,844,862
Total General Fund Expenditures	\$ 15,794,489	\$ 1,420,173	\$ 1,420,173	9.0%	\$ 14,374,315

City of Milford, Delaware
 Legacy Expenditure Report: MTD and YTD Actual vs Annual Budget
 For the YTD Period Ended July 31, 2023

8.3% of Year Elapsed

Fund / Account / Divisional Groupings	FY24 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget	Unexpended Balance
Enterprise Funds:					
Water Division					
Personnel	\$ 412,740	\$ 40,872	\$ 40,872	9.9%	\$ 371,868
O&M	1,787,676	67,027	67,027	3.7%	1,720,649
Transfer to General Fund	300,000	25,000	25,000	8.3%	275,000
Capital	735,536	-	-	0.0%	735,536
Debt Service	365,275	-	-	0.0%	365,275
Subtotal: Water Division	3,601,227	132,899	132,899	3.7%	3,468,328
Sewer Division					
Personnel	\$ 402,430	40,367	40,367	10.0%	362,063
O&M	1,928,765	61,799	61,799	3.2%	1,866,967
Transfer to General Fund	300,000	25,000	25,000	8.3%	275,000
Capital	231,927	-	-	0.0%	231,927
Debt Service	408,853	-	-	0.0%	408,853
Subtotal: Sewer Division (excl. Kent County)	3,271,974	127,165	127,165	3.9%	3,144,809
Kent County Sewer	2,533,811	201,274	201,274	7.9%	2,332,537
Subtotal: Sewer Division (Comprehensive)	5,805,785	328,440	328,440	5.7%	5,477,346
Solid Waste Division					
Personnel	403,570	35,252	35,252	8.7%	368,318
O&M	1,306,924	29,384	29,384	2.2%	1,277,540
Capital	-	-	-	-	-
Subtotal: Solid Waste Division	1,710,494	64,635	64,635	3.8%	1,645,859
Subtotal: Water, Sewer & Solid Waste	11,117,506	525,974	525,974	4.7%	10,591,532
Electric Division					
Personnel	\$ 1,803,070	126,164	126,164	7.0%	1,676,906
O&M	3,017,691	64,085	64,085	2.1%	2,953,606
Transfer to General Fund	3,250,000	208,333	208,333	6.4%	3,041,667
Capital	1,293,014	-	-	0.0%	1,293,014
Debt Service	322,590	-	-	0.0%	322,590
Subtotal: Electric Division (excl. Power)	9,686,366	398,582	398,582	4.1%	9,287,783
Power Purchased	20,492,823	2,120,622	2,120,622	10.3%	18,372,201
Subtotal: Electric Division (Comprehensive)	30,179,189	2,519,204	2,519,204	8.3%	27,659,984
Total Enterprise Fund Expenditures	\$ 41,296,694	\$ 3,045,178	\$ 3,045,178	7.4%	\$ 38,251,516
Grand Total Operating Budget	\$ 57,091,183	\$ 4,465,352	\$ 4,465,352	7.8%	\$ 52,625,832

¹The credit (reduction in expense) showing in line 41 related to IT capital is attributable to a credit issued by a vendor for returned equipment

City of Milford, Delaware
 Legacy Interservice Department Expenditures: MTD and YTD Actual vs Annual Budget
 For the YTD Period Ended July 31, 2023

8.3% of Year Elapsed

Account / Divisional Groupings	FY24 Budget, as Approved	MTD Actual	YTD Actual	YTD Actual as % of Annual Budget	Unexpended Balance
Interservice Departments					
Garage					
Personnel	\$ 178,430	\$ 5,714	\$ 5,715	3.2%	\$ 172,715
Operation & Maintenance (O&M)	134,410	12,034	12,459	9.3%	121,951
Capital	-	-	-		-
Subtotal: Garage	312,840	17,748	18,174	5.8%	294,666
Public Works					
Personnel	921,530	31,523	31,522	3.4%	890,008
O&M	265,540	18,849	18,849	7.1%	246,691
Capital	-	-	-		-
Subtotal: Public Works	1,187,070	50,371	50,370	4.2%	1,136,700
Tech Services					
Personnel	304,930	10,459	10,460	3.4%	294,470
O&M	509,816	2,831	2,830	0.6%	506,986
Capital	-	-	-		-
Subtotal: Tech Services	814,746	13,290	13,290	1.6%	801,457
Billing & Collections					
Personnel	800,480	23,866	23,865	3.0%	776,616
O&M	419,020	14,414	14,415	3.4%	404,605
Capital	-	-	-		-
Subtotal: Billing & Collections	1,219,500	38,280	38,280	3.1%	1,181,221
City Hall Cost Allocation					
O&M	83,600	4,834	4,834	5.8%	78,766
Capital	-	-	-		-
Subtotal: City Hall Cost Allocation	83,600	4,834	4,834	5.8%	78,766
Interdepartmental Cost Allocation	\$ (3,617,757)	\$ (124,522)	\$ (124,947)	3.5%	\$ (3,492,809)
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.



Strategic Plan for the City of Milford, Delaware

Draft August 4, 2023



UNIVERSITY OF DELAWARE
BIDEN SCHOOL OF PUBLIC
POLICY & ADMINISTRATION

prepared by the Institute for Public Administration, University of Delaware | www.ipa.udel.edu



CITY HALL

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City Manager Letter to Residents and Employees

In 2018, the City of Milford adopted a Strategic Plan to guide Council and City staff for the next five year. I am happy to report that many objectives outlined within that plan have been completed.

Council, community members, stakeholders, and City staff all participated in this update to the Strategic Plan, and it is important they continue to be engaged in the implementation of the goals and objectives identified herein. Responses from National Citizen's Survey also helped informed the plan's goals and objectives. Bringing all the ideas together to shape this final Strategic Plan will help guide Council and staff in shaping a better future for Milford.

I sincerely appreciate City Council's dedication and support throughout the process. The Council met in October 2022 to begin updating the plan and continued participating in the process by engaging and talking with community member.

Much of the behind-the-scenes work done daily by our management team and employees goes hand in hand with the formation and implementation of the plan. Beginning in 2018,

we implemented an aggressive five-year Capital Improvement Plan that intends to address every goal and objective of the plan. We will continue to provide regular reports on the progress of this plan and will continue to link the plan to employee performance and budgetary decision making.

I want to extend my deepest appreciation to Bill McGowan, Chase Barnes, and Jen Reitz of the University of Delaware's Institute for Public Administration and ICMA Local Government Management Fellow Melody Barger for facilitating and guiding the process and working with elected officials, community members, and staff to update this plan.

Sincerely,

Mark Whitfield
City Manager

Milford City Council Profile



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mayorcampbell@milford-de.gov

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mboyle@milford-de.gov

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Nirmala Samaroo
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F. Todd Culotta
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Vice Mayor**
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Katrina E. Wilson
Ward Four
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To contact your elected official via telephone, please call City Hall at (302) 422-1111. For updated contact information for current elected officials, please access the City Website at www.cityofmilford.com/175/Member-Information. Note: Residents must be registered to vote in the City of Milford to participate in elections.





Overview

Executive Summary

In the fall of 2022, the City of Milford began a five-year review and update of their strategic plan. The following pages are the result of deliberate and collaborative efforts to listen and understand the needs and concerns of all its citizens.

The Strategic Plan creates an organizational framework to drive effective decision-making for City Council and City management through the next five years. This framework lays the foundation for allocating financial and staffing resources, as well as proactively managing natural and environmental resources, for the City of Milford to thrive and grow.

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

Through community discussion and questions, Milford's residents deliberated the current plan priorities and accomplishments and identified additional areas for development. There are several noteworthy highlights.

- **Milford is a well-managed city with solid fiscal and operational policies and implementation.**
- **Milford is at a critical identity crossroads. It is a destination because of its location near the resorts, its affordable costs and small-town feel. It is not a destination recognized in and of itself as a place to live, work, and play.**

- **Residents of Milford want to participate in their community at all levels from arts, entertainment, and parks and recreation to a deeper engagement with each other and how the city grows.**
- **The downtown and surrounding core neighborhoods are a vital part of the character of Milford.**

A summary of what was heard during the Community Conversations is in Appendix 1.

Unlike the previous plan, this revision separates Community Engagement from Fiscal Responsibility creating six priority areas, focuses more attention to implementation of the Rivertown Rebirth Plan 2025 (Downtown Master Plan) and 2021 Bicycle Master Plan, updates the current objectives and strategies, and adds an easy-to-use matrix as a pathway to progress for community use.

The Planning Process

Our Strategic Plan is a road map to guide the City of Milford’s planning, staffing, and fiscal decisions over the next five years.

Planning Process

After assisting the City with developing its initial Strategic Plan in 2018, the Institute for Public Administration (IPA) at the University of Delaware once again worked with City staff and Council to understand what had changed since that plan was adopted. What has been accomplished? What new challenges have arisen? And how have priorities shifted or evolved? At a half-day retreat in the fall of 2022, Council discussed these questions and reviewed current priorities and operations. However, the feedback and opinions of residents, community leaders, and business owners is a critical component of the process. This input was gleaned through Council interactions, the National Community Survey, and a series of Community Conversations.

Council Asks

At its retreat, the eight Council members agreed to “ask” community members in their districts four questions about the type of community that they would want to live in and what needed to change for Milford to become that ideal community. The summary of these interviews is found in Appendix 2.

National Community Survey

Another source of input into the plan was the 2022 National Community Survey™ (The NCS™) report. This nationally recognized survey instrument focuses on the “livability” of a community. The survey utilizes a standardized process that combines high-quality research methods with a database of comparable data to help cities and towns understand their residents’ opinions, satisfaction levels, and concerns through a questionnaire survey. The 2022 Milford report provides the opinions of a representative sample of 432 residents

Overview

(approximately 4% of the population) of the City collected during the winter of 2022 and allows for comparison and trend identification from the previous survey conducted in 2017. Survey results can be found on the City's website.

Community Conversations and Open House

Between November 2022 and February 2023, IPA facilitated four Community Conversations focusing on each of the four Priority Areas that framed the previous Strategic Plan: Public Safety and Preparedness (January 2023), Economic Health and Development (December 2022), Mobility and Infrastructure (February 2023), and Neighborhoods and Community Service (November 2022). Invitees consisted of a range of residents and business owners representing the different Wards and neighborhoods, as submitted by Council. Approximately 20 residents participated in each conversation.

City of Milford

MISSION

Provide proactive, responsive services and fulfill the needs of a diverse community by using innovative and sustainable methods.

VISION

*Small town feel,
big time opportunities.*



A Community Conversation is a guided discussion conducted with a small but diverse group of participants to gather more information on resident and stakeholder views and opinions. A form of qualitative research, these “conversations” consisted of a facilitated discussion framed around a series of in-depth questions about that topic area.

Questions were asked in an interactive group setting where participants took turns sharing their thoughts and opinions. Responses were captured by a note taker. Following the conversations, the City invited the public to an open house where they could listen to and review the overarching themes and findings that emerged from the conversations and provide additional clarification and reinforce areas of agreement.

Discussions with Council Members

Following the Community Conversations, IPA staff members met with City Council and City management to present the themes and emerging recommendations of the updated plan. Based on this framework, Council was able to refine the goals, objectives, and strategies to best reflect the residents’ priorities.

City of Milford

VALUE STATEMENTS

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

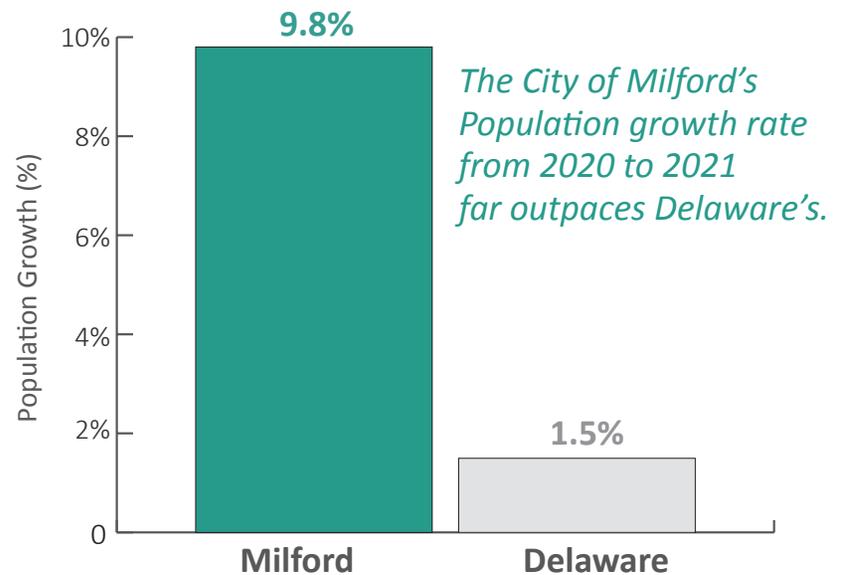
Tackle objectives quickly and positively, going above and beyond basic requirements, to create a service-oriented culture through teamwork and collaboration.

City Profile

With 11,190 residents, the City of Milford is a diverse community, spanning 9.86 miles between Kent and Sussex Counties. Over the past decade, Milford has experienced consistent growth in both its population and economy.

Population

The population growth rate from 2020 to 2021 was 9.8 percent, which far outpaces Delaware's population growth rate of 1.5 percent during that period. In addition to its rapid population growth, Milford is also very diverse. According to the 2020 census, 58 percent of residents are white, while 24 percent are black or African American, 15 percent are Hispanic or Latino, 3 percent are Asian, and 5 percent are of two or more races. In addition, 30 percent of Milford residents speak a language other than English at home. Approximately 35 percent of Milford's residents are under the age of 18, 10-percent higher than the state average. Milford residents over the age of 65 make up 25 percent of the City's population, almost 5-percent higher than the state average.



Economy

The median household income in Milford is \$47,849 which is 31 percent and 34 percent lower than the national and state averages, respectively. The homeownership rate in Milford is 49.5 percent, which is over 20 percent less than the state average. Approximately 17 percent of Milford residents live below the poverty line. There are over 400 businesses in Milford, and more than 50 percent of persons over the age of 16 are in the labor force.

Quick Figures

- **11,190** residents
- **49.5%** own homes
- **17%** live below the poverty line
- **\$47,849** median household income

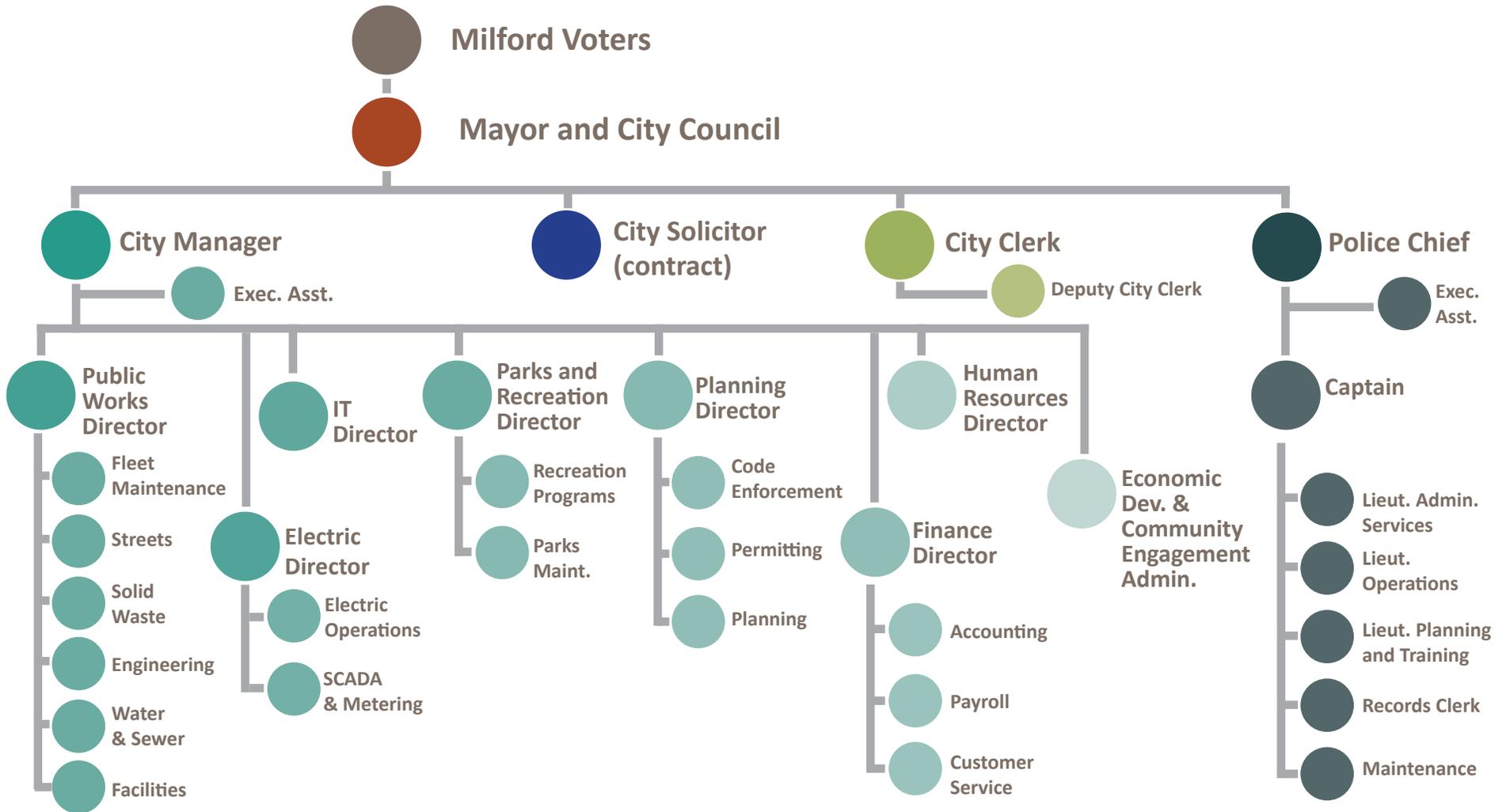
Government Structure

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

Directory for City Departments

Location	Address	Phone	Fax
City Hall	201 South Walnut Street	422-1111	424-3558
Customer Service Center	119 South Walnut Street	422-6616	422-1120
Finance Department	10 Southeast Second Street	424-5140	424-5932
Milford Armory	604 N. Walnut Street		
Parks & Recreation Department	207 Franklin Street	422-1104	422-0409
Planning Department	180 Vickers Drive	424-8396	424-3559
Police Department	400 Northeast Front Street	422-8081	424-2330
Public Works Department	180 Vickers Drive	422-1110	422-1117

Organizational Chart



Where Are We Now?

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

General

- Conducted a retreat to build and strengthen cohesiveness and communication among council members and staff.
- Developed belief statements for each priority area.

Public Safety and Preparedness

- Complete Construction of a police station with an estimated completion date of October 2023
- Hired new police officers to get the police department fully staffed to its authorized strength of 37 officers
- Continue to evaluate the growth of the department as the city grows
- Promote transparency of crime data for the City of Milford residents and visitor
- Reduce overall Part 1 Crimes

Economic Health and Development

- Purchase property for a new industrial park
- Hired an economic development and community engagement administrator
- Created an economic development website with a checklist for how to start and conduct a business in Milford
- Purchased billboard ad space on Rt. 1 to advertise growinmilford.com.
- Downtown Development District private investments
- Chapter 230 Zoning and Chapter 200 Subdivision of Land code updates
- 2021 Comprehensive Plan Amendment increasing the amount of potential industrially zoned land within the City's urban growth boundary

Mobility and Infrastructure

- Adopted the 2021 Bicycle Master Plan
- Updated and continually monitor sidewalk status
- Installed downtown bike racks
- Street pavement assessment program
- Conducted inventory of lead water service lines to meet EPA Requirement
- Formulated Cross Connection Control Program and amended current City Code to comply with

Neighborhoods and Community Services

- Updated the city building code
- Developed a rental inspection checklist for landlords and homeowners on property upkeep
- Construction of pickleball courts, playground and restrooms for Memorial Park with anticipated completion fall of 2023
- Hired 2 Recreation Coordinators
- Creation of a skilled, diverse, and bilingual work environment
- Farmer's Market will return in 2023
- Conducted the second National Citizen Survey
- Chapter 230 Zoning and Chapter 200 Subdivision of Land code updates

Fiscal responsibility

- Completed a utility rate study and updated the five-year rate plan.
- Developed a cash reserve policy.

Existing Plans

Downtown Development Plan

The purpose of Rivertown Rebirth Plan is to “harness the potential of downtown Milford, and the unique character it provides, to push the momentum of the community forward and convert long-standing public sector catalyst projects into private sector investment.” Essentially, the plan aims to enhance the downtown by creating stronger ties to the Mispillion River and reinforcing the traditional character of the downtown. These ties come in the form of new and improved open spaces along the river, better access to the river for residents and visitors, and leveraging this development potential to maintain the viability of existing buildings and fill vacant spaces.

The plan has three primary components: a conceptual master plan for the downtown with recommendations, a branding package, and a market study.

Plan recommendations focus on both “big moves” and small enhancements to improve the appearance, vitality, and enjoyment of the downtown.

Understanding Today

Recommendations focus on:

- the building of an amphitheater space
- incorporating mixed-use development in various locations
- a pedestrian bridge across the river at the eastern end
- streetscaping, gateways, and wayfinding signage
- improved pedestrian safety and experience
- a living shoreline along the northeast side of the river
- better activation of existing parks and open space to draw the community to the river.

The plan is primarily implemented through a partnership between the City and Downtown Milford, Inc. Participation in the state's Downtown Development District program provides incentives for private development that is consistent with the plan and leverages public dollars.

The City has the flexibility to reassess concepts in the master plan. In one example of this, the City has opted to forego the recommendation for a mixed-use Riverwalk in favor of additional open space.



Bicycle & Pedestrian Plan

The Goal of this plan is to provide the people of Milford with a dynamic active transportation system composed of trails, roads, and paths that is inclusive, safe, and functional for all levels of recreation and commuting while increasing economic vitality in Milford.

Recommended Northern Loop Improvements: NE/NW Front St, N. Walnut St, N Rehoboth Blvd., Airport Rd, Canterbury Rd, Milford Harrington Highway, Big Stone Beach Rd, Carpenters Pit Rd, Bowman Rd, Road 406, Holly Hill Rd, and Williamsville Rd

Recommended Southwest Spur Improvements: US 113, S. Walnut St., and McCoy St.

Understanding Today

Recommended Southwest Loop Improvements: Abbotts Mill Rd, Griffith Lake Dr, Meadow Brook Ln, Old Shawnee Rd, Shawnee Rd, US 113, S. Walnut St, and McCoy St.

Recommended Southeast Loop Improvements: S. Walnut St, Marshall St, S. Rehoboth Blvd, Elks Lodge Rd, Cedar Creek Rd, Beaver Dam Rd, and Wilkins Rd.

High Value Standalone Road Projects by Impact:

1. Front St Sidepath, East - (Northern Loop)
2. US 113 Sidepath - (Northern Loop / Southwest Spur)
3. Front St Sidepath, West - (Northern Loop)
4. Walnut St Sidepath, South - (Southwest Spur)
5. Rehoboth Blvd Sidepath - (Southeast Loop)
6. Marshall St Protected Bike Lane - (Southeast Loop)
7. Little League Pathway - (Southeast Loop)
8. Airport Rd Sidepath - (Northern Loop)

High Priority Standalone Intersection Improvements by Impact:

1. SE Second and Marshal St
2. Marshall St/Elks Lodge Rd
3. Wilkins Rd/Elks Lodge Rd
4. Elks Lodge Rd/Johnson Rd
5. Johnson Rd/State Route 30

6. State Route 30/Wellness Way
7. State Route 30/Wilkins Rd
8. State Route 30/Kirby Rd
9. Rehoboth Blvd/SE Second St
10. Rehoboth Blvd/NE Front St
11. Rehoboth Blvd/SE Front St
12. Rehoboth/Tenth /Walnut/Washington
13. Beaverdam Rd/ State Route 36
14. State Route 14/US 113
15. US 113/Airport Rd
16. US 113/Buccaneer Blvd
17. US 113/Kings Highway
18. US 113/Lakeview Ave

Recommendations for Regional Routes:

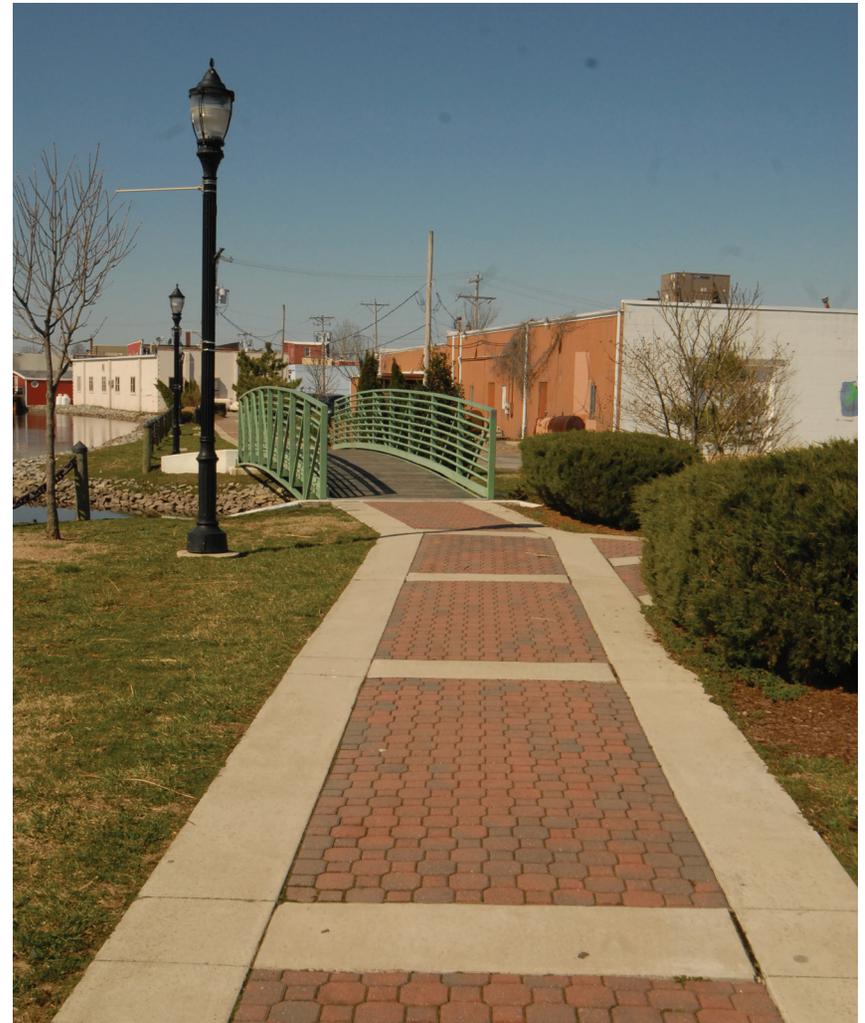
- Milford to Harrington
- Milford to Frederica
- Milford to Slaughter Beach
- Milford to Lewes
- Milford to Lincoln
- Milford to Camden

Looking Forward

To successfully move the City toward its vision and effectively address the needs and concerns of our residents and stakeholders, there needed to be specific and measurable goals.

City officials have worked to establish six priority areas, all of which are defined on the next page. Each priority area consists of goals, objectives, and strategies for their achievement. As a follow up to this plan, specific action items, success metrics, a timeline, and community partners are developed by the appropriate Department Heads for each strategy.

The following pages outline the framework for each priority area, which will be used during implementation. These details can also be found in tabular form in Appendix B. The Appendix chart will be regularly updated (at least twice annually) and made available online.



Community Engagement

We believe...

- *in all residents volunteering for the betterment of the City.*
- *City government is open, transparent, and engaging.*
- *constant citizen contact will lead to better governance.*
- *community events are vital to the wellbeing of the City.*

GOAL

Build an open, transparent, and engaged dialogue between the City government and the Milford community.

→ **OBJECTIVE 1**

Build and maintain regular and timely communications with community members about the City's activities, programs, and services.

Strategies

- > Continue to broaden the City's communication channels to include a wider range of print, email, social media, radio/tv, and in-person opportunities.
- > Increase frequency of communications by creating more

opportunities for public dialogue and resident feedback.

- > Consider surveying residents to assess the best way to communicate with them.
- > Give particular focus to promoting recreational opportunities, emergency preparedness, community events, development, and City achievements.

→ **OBJECTIVE 2**

Promote community participation in all aspects of City life.

Strategies

- > Create a central hub for information on volunteer opportunities and contact information.
- > Create ways of recognizing community volunteers and activists.
- > Investigate ways to incorporate creative placemaking principles to develop the arts in Milford.

→ **OBJECTIVE 3**

Develop monthly community events to engage the community and attract visitors to the City.

Strategy

- > Expand community festivals and establish new events, such as a concert series and art loop.

Public Safety & Preparedness

We believe...

- in a fully diverse staff and professionally trained police force.
- in a properly funded and staffed police force and emergency services to meet future growth of the city.
- mutual trust exists between the police and residents.

GOAL

Efficiently Utilize All Police Resources

(i.e., staff time, personnel, training, and technology)

→ OBJECTIVE 1

Evaluate and regularly monitor the Milford Police Department (MPD), including patterns of calls for service, types of crimes, and deployment of police resources

Strategies

- > Analyze existing data to understand what types of crime are taking place, where, when, and responses to address crime patterns in real time.

- > Identify new tools, technology, and analytics to assist in establishing patterns and promote intelligence lead policing models to reduce crime.
- > Utilize current and new technology to help collect and analyze data that will deploy police resources to address crime trends.

GOAL Reduce Crime

→ OBJECTIVE 1

Make a meaningful reduction in Part 1 crime in the City of Milford.

Strategies

- > Identify the types of crimes being committed in the City of Milford.
- > Create bi-weekly meeting with Police Command Staff to create avenues of accountable for where, when, and why the crime is occurring.
- > Create a plan of action for those crimes, execute the plan and re-evaluate the plan to effectively reduce crime.

→ OBJECTIVE 2

Implement researched-based policing strategics to reduce overall crime and improve public safety.

Strategies

- > Adapt evidence-based approaches to local conditions and constraints and evaluate their effectiveness, while demonstrating successful outcomes with promising strategies in reducing crime.
- > Conduct listening sessions and community meetings to identify problems and co-produce tangible solutions.
- > Offer citizen police academies, volunteer opportunities (neighborhood watch programs, etc.), and youth engagement activities.

→ OBJECTIVE 3

Expand the City's efforts and capacity to address homelessness.

Strategies

- > Partner with state agencies and towns to identify and implement best practices.
- > Establish strategic partnerships with community-based service providers, substance abuse treatment services, victim services, business associations, faith-based organizations, and educational institutions.
- > Explore other community initiatives (e.g., Georgetown and Salisbury, MD).
- > Explore innovative housing solutions, such as pallet housing.
- > Promote opportunities for residents to volunteer in assisting this population.
- > Continue to seek additional funding for full-time Behavioral Health Unit Staff.



Establish and Maintain Strong and Beneficial Police-Community Relations

→ OBJECTIVE 1

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

Strategies

- > Established patrol areas for officers to work same area, so that the officers know their community and the community knows them.
- > Leverage existing community partnerships and support to increase community-police engagement.
- > Leverage social media to share information and promote transparency.
- > Conduct citizen surveys.
- > Establish a community advisory group.

GOAL

Utilize Effective, Proactive Emergency Preparedness and Public Safety Strategies

→ **OBJECTIVE 1**

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

Strategy

> Identify new technologies that could help limit the use of the fire siren.

→ **OBJECTIVE 2**

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



Economic Health & Development

We Believe...

- *in the creation of higher paying jobs and career opportunities (focus on medical industry and related fields).*
- *in a strong economic policy based on well thought out regulations.*
- *in attracting companies with strong potential for growth that will enhance Milford's future.*
- *in high quality amenities, including beautification, that will establish excellent quality of life for residents while maintaining the unique characteristics of the City.*

GOAL

Enable Growth of Existing Businesses

→ OBJECTIVE 1

Foster economic activity that will grow the local employment by 4 percent in five years.

Strategies

- > Partner to provide and advertise job training opportunities so the Milford workforce is ready for the future.
- > Support workforce development through job training and apprenticeship programs.
- > Work with School Districts to connect educational opportunities and outcomes with economic and business development to encourage young residents to stay in Milford.

→ OBJECTIVE 2

Work with the existing business community to develop strategies that foster economic growth for the employers, residents, and visitors.

Strategies

- > Conduct needs assessments of current businesses to identify growth opportunities.
- > Develop resources for marketing and promoting businesses, such as signs promoting Milford businesses on State Rt 1 and Rt 13.
- > Improve bike and pedestrian access to existing businesses as outlined in the Bicycle and Pedestrian Masterplan.

GOAL

Foster the Establishment of New Businesses

→ **OBJECTIVE 1**

Identify opportunities for growth and development of new businesses in Milford by promoting advantages and opportunities in Milford and leveraging the Downtown Development District and other state assistance.

Strategies

- > Connect the industrial park to the City with pedestrian and bike paths.
- > Annually review the process by which new businesses move to Milford, to develop more user-friendly services.
- > Continue to provide current incentives for businesses of all types and sizes.
- > Identify and assess vacant properties for business use and create incentives for new businesses to invest in and occupy vacant commercial properties.

→ **OBJECTIVE 2**

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

Strategies

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

GOAL

Meet the Commercial Needs of Residents, Businesses, and Visitors

→ **OBJECTIVE 1**

- > Develop a more vibrant downtown, to bring more visitors to Milford and promote community pride.

Strategies

- > Leverage the Downtown Development District to implement the Rivertown Rebirth Plan and enhance river-based recreation and events.
- > Provide more signage and wayfinding for things like businesses, the river-walk, and parking.
- > Continue to incentivize mixed-use properties in downtown.
- > Host more citywide events in the downtown area to bring patrons to businesses.

→ OBJECTIVE 2

Encourage a greater variety of businesses and restaurants.

Strategies

- > Recruit popular businesses and restaurants that make Milford a destination.
- > Activate existing business community to fill market gaps.

GOAL Bring More Tourism to Milford

→ OBJECTIVE 1

- > Actively promote tourism opportunities through arts, culture, and eco-tourism in Milford, to bring in visitors and provide residents with more recreational options.

Strategies

- > Expand community festivals and establish new events, such as a concert series and art loop.
- > Advertise on print, radio, tv, social media, other Delaware park webpages, etc.
- > Continue to pursue creative methods of promoting City events, such as street banners.
- > Provide amenities such as public bathrooms that support tourism.
- > Promote the Mispillion River as Delaware's Hidden River.

- > Provide more opportunities for public art.

→ OBJECTIVE 2

- > Develop more river-based activities to bring in more visitors and provide residents with more recreational options.

Strategies

- > Partner with local nature societies, recreational clubs, and businesses to recruit more outdoor recreational activities.
- > Provide additional access points along the Mispillion River.

Mobility & Infrastructure

We Believe...

- all residents need equal access to broadband.
- in a well-planned, walkable City.
- in well-maintained and well-planned infrastructure to meet future needs.
- all residents have access to alternate transportation.

GOAL

Proactively Maintain Our Streets

→ OBJECTIVE 1

Maintain City streets so that 80 percent are always in “Fair,” “Satisfactory,” or “Good” condition.

Strategies

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

- > Promote the use of My Milford See, Click, Fix phone app for citizens to participate in problem identification and City opportunities.

GOAL

Proactively Maintain Our Utility Infrastructure

(i.e., electric, water, and wastewater systems)

→ OBJECTIVE 1

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

Strategy

- > Use Supervisory Control and Data Acquisition (SCADA), AMI, and other smart technology to monitor our electric, water, and wastewater systems.

→ OBJECTIVE 2

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

Strategies

- > Conduct regular preventative maintenance.
- > Establish an inventory of existing utility infrastructure and grade that system on an “Excellent” to “Serious” condition scale.
- > Address inflow and infiltration into the wastewater system.

- > Address older portions of the City without cleanouts and/or house traps on service lines.
- > Implement the Lead and Copper Replacement Program driven by the EPA and DHSS/DPH/Office of Drinking Water. Update code and write and implement a Cross Connection Control Program to protect the City of Milford’s water supply as a Public Water System Institute proactive replacement program based on the inventory system.

GOAL Address Future Growth by Proactively Making Improvements to Infrastructure

→ **OBJECTIVE 1**

Develop a short- and long-range infrastructure plan in alignment with the Comprehensive Plan.

Strategies

- > Review progress with the City manager on a semi-annual basis.
- > Update regulations to comply with recommendations in the comprehensive plan.

→ **OBJECTIVE 2**

Meet semi-annually with the City Manager, Planning Director, Public Works Director, City Engineer, and Council to project and evaluate wastewater demands required for future growth.

Strategy

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

→ **OBJECTIVE 3**

Meet semi-annually with the City Manager, Planning Director, Electric Director and Council to project and evaluate electricity demands required for future growth.

Strategies

- > Consider the installation of an additional substation or substation expansion projects.
- > Investigate energy efficiency measures to reduce energy demand and consumption for City facilities.
- > Evaluate renewable generation and Energy Storage options to reduce demand and smooth / flatten load curve.
- > Consider electric generation to reduce the reliance on PJM.

→ **OBJECTIVE 4**

Meet semi-annually with the City Manager, Planning Director, Public Works Director, City Engineer, and Council to project and evaluate water demands required for future growth.

Strategies

- > Evaluate storage demands for water in northwest business park and other portions of the City.
- > Investigate alternatives for water production in the southeast area of the City to address future growth in that area.

GOAL Continue to Develop a Multi-Modal, Pedestrian-Friendly Framework Throughout the City

→ **OBJECTIVE 1**

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

Strategy

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

→ **OBJECTIVE 2**

Implement the sidewalk maintenance and replacement program.

Strategy

- > Regularly inspect the sidewalks on a 4-year cycle by ward to notify and work with property owners on necessary repairs and/or replacement.

→ **OBJECTIVE 3**

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

Strategy

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

→ **OBJECTIVE 4**

Implement the Bicycle and Pedestrian Plan.

Strategies

- > Implement high value standalone road projects and intersection improvements based on impact.
- > Collaborate with Kent County, Sussex County, nearby local governments, DeIDOT, Dover/Kent County MPO, and the University of Delaware to develop regional bicycle routes.

GOAL Improve Traffic Management Throughout the City

→ **OBJECTIVE 1**

Work with agency partners to ensure that the safety of pedestrians and drivers is improved.

Strategies

- > Perform an Engineering Traffic Study within the City.
- > Evaluate truck traffic downtown and feasibility of maneuvers at downtown intersections.
- > Improve accessibility to and from the East and West portions of the City.

Neighborhoods & Community Services

We Believe...

- *all residents and business take pride in our City.*
- *all residents have equal access to City services.*
- *all residents of all ages have access to open space and recreational opportunities.*
- *all residents have an equal voice in their governance.*
- *all neighborhoods will have interconnectivity with each other.*

GOAL

Preserve and Enhance the Property Values and Quality of our Neighborhoods

→ OBJECTIVE 1

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

Strategies

- > Continue proactive code enforcement throughout the City through additional enforcement and revised standards.

- > Continue proactive information sharing and outreach regarding code requirements to landlords, tenants, and homeowners.

→ OBJECTIVE 2

Enhance the City's identity through well-maintained and interconnected public green spaces and parks.

Strategies

- > Expand the beautification and maintenance program for streetscapes and gateways.
- > Maintain and appropriately program the current, 200-acres of open space to provide for diverse outdoor recreational activities.
- > Sponsor Community Clean Ups and other volunteer led opportunities.
- > Connect public open spaces through biking and walking paths that do not use state highways.

→ OBJECTIVE 3

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

Strategies

- > Continue to connect neighborhoods with bicycle and pedestrian paths as designated in the plan.

- > Continue to evaluate City ordinances and enhance requirements that all new developments meet minimum requirements for open space networks so that sidewalks and trails connect with other parts of Milford.

GOAL

Encourage a Balanced Range of Housing Types and Home-Ownership Opportunities for Existing and Future Residents

→ **OBJECTIVE 1**

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

Strategies

- > Ensure zoning ordinance provides for variety and flexibility in housing options.
- > Continually evaluate ways to attract more affordable housing options.
- > Consider implementing a Historic Preservation ordinance to protect buildings from destruction or insensitive rehabilitation.

GOAL

Promote a Healthy Community with a Variety of Recreational Activities Provided by the City and Community Partners

→ **OBJECTIVE 1**

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

Strategies

- > Continue to partner with external organizations to gain access to more outdoor and indoor facilities for adult and child sports leagues.
- > Build capacity of the Parks and Recreation Advisory Board (consisting of residents) to advise City Council, expand outreach, and recruit volunteers.
- > Expand access to existing regional recreational amenities through varied transportation options.
- > Work with residents and partners to create a recreational scholarship or subsidy for families who struggle to pay program fees.

→ **OBJECTIVE 2**

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

Strategies

- > Work with recreational partners, schools, and others to increase awareness of current children's programming.
- > Promote available activities through a variety of media.

Fiscal Responsibility

GOAL Operate in an Efficient and Responsible Manner

→ **OBJECTIVE 1**

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

Strategies

- > Achieve a structurally balanced budget through diverse revenue sources, smart financial management, comprehensive forecasting, and results-oriented and efficient services.
- > Continue to maintain and implement a five-year Capital Improvement Plan.
- > Develop a long-range operating forecast for the general fund and all utility funds in conjunction with the five-year Capital Improvement Plan to identify threats to the City's reserve policies, structural balance, rate structures, debt covenants and solvency to allow for the implementation of any corrective action in advance.



- > Achieve and maintain fiscally-sound balances and reserves for all the City's various funds.
- > Ensure Electric, Solid Waste, Water, and Wastewater utilities are properly funded and that rates are fairly and appropriately set by conducting cost of service studies.
 - > Both water treatment plants and sanitary sewer pump stations are funded for and experience ongoing equipment/component replacement to ensure the need for fewer reactive breakdown responses.
- > Identify ways to deal with the high demand for electricity when the cost is at its highest peak, both in the short and long term.
- > Investigate and implement the use of technology to improve delivery of services.

Community Conversations— What We Heard

Neighborhoods and Community Services

- **Growth** – Growth is a major concern of all residents and is a contributing factor to an emerging identity challenge.
 - Residents want to see controlled growth and limited sprawl.
 - However, they also want more stores and amenities.
- **Housing** – Housing availability is directly tied to growth.
 - There should be a variety of new housing being provided.
 - The price of new and existing housing stock is a major concern.
 - There is major skepticism about the role developers play in determining the type of new housing built.
- **Aesthetics / Beautification** – Residents are proud of Milford and think it is a beautiful place.
 - More **code enforcement** to encourage the upkeep of homes.

- **Less litter.**
- Promote the attractive aspects of Milford to attract visitors and new residents.

Economic Health and Development

- Residents want a **better mix of businesses** in Milford.
- Challenges for downtown include homelessness, lack of connectivity to the larger region, the state agency presence, lack of parking, and slow business permitting processes.
- City should **embrace healthcare, industry, and culture** to increase economic development.
- Current lack of jobs is seen as a deterrent to young people.

Public Safety and Preparedness

- The major safety issues mentioned by residents were:
 - high rates of youth crime
 - lack of community policing

- homelessness
- code enforcement
- Residents want to see more activities and opportunities for youth.
- **Stronger relationships** between residents and the police.
- More **police presence**, foot patrols downtown and in neighborhoods, attendance at public events, and community outreach through initiatives like the Police Athletic League.
- Residents would like **more/better lighting** downtown and in their neighborhoods.
- **Address homelessness.** Suggestions include a police behavioral health unit, panhandling code enforcement, and temporary housing for housing insecure individuals (e.g., the pallet structures in Georgetown).

Infrastructure Transportation

- Most residents are comfortable driving and walking around Milford.
- There is a lot of **interest in cycling**. However, residents do not feel safe using streets and roads without separate bike facilities.
- **Concerns:** Large truck traffic and congested intersections.
- More **transportation options** that connect Milford with the larger community and **regional destinations**, such as DE

Turf and the Hospital.

- Residents are skeptical that streets in developments are being properly graded and repaved when construction concludes.

Other Infrastructure

- Residents rate Milford's infrastructure as good and reliable, especially snow removal.

City Response:

- *Though this need has dwindled greatly over the last few years, snow removal planning and operations is undergoing technology advances to ensure that the highest priority destinations and attractors have roads cleared first with efficient clearing of secondary roads and destinations/ attractors thereafter.*
- Some concerns included: expanded gas service, lack of ISP competition, and the effectiveness of solid-waste removal (i.e., Is recycling actually being recycled?)

City Response:

- *Solid Waste Program is undergoing a reboot.*
- *Large containers will continue to be available to new customers but will be picked up by a commercial carrier on the City's behalf.*
- *Implementation of route management software will efficiently program daily route alignments, record pickup eligibility as well as the actual pickup itself, notifying the*

customer if their containers were picked up or not available for pickup.

- *The City continues to purchase new vehicles in accordance with expected service life and has arrangements with other fleets to borrow vehicles if/when necessary due to breakdown.*
- *Container replacement will be managed within the capabilities of the route management software, therefore making issued container function more reliable and less likely to break down, requiring reactive replacement with delayed or slow turnaround.*
- Residents are also acutely aware that increased development might strain City resources when it comes to infrastructure.
- Reassurance that essential infrastructure is properly secured from vandalism and domestic terrorism.

City Response:

- *The City has completed an infrastructure security review and has begun to implement the recommendations made in this audit.*

Community Engagement and Local Government

Most residents recognize the positive attributes of the city and its government. However, there are areas they feel could be improved:

- **Communications**

- Greater variety of mediums, more frequent, timelier.
- Share success stories.
- Make in-person resources available at centralized location(s).

- **City Response:**

- *A monthly utility education column appears in the City's Utility newsletter. Covering a widely diverse array of subject matter, customers are informed about seasonal concerns, utility cost-saving tips, safe utility practices and environmental conservation guidance.*

- **Civic Participation/Volunteerism**

- No shortage of opportunity, only participants.
- Try greater promotion of volunteer opportunities.

- **Identity**

- Milford is at an identity crossroads; a difference of opinion about the vision of Milford's future has emerged between newer residents and legacy residents.

Council Asks—Summary of Responses

What kind of Community do you want to live in?

- A community that has a variety of department stores such as Kohl's, Target, Home Depot, or Lowes. A community that has a variety of restaurants to eat at with your loved one on the weekend and through the week. A community that has more than two upscale hotels to offer.
- I would like to live in a community where there is more community engagement and a sense of unity and mutual respect. The unity doesn't necessarily have to be a "friendship" but one of respect. I also think it's important for new community members or residents to be aware of the rules and ordinances for the City of Milford
- Safe to walk in (from dogs and robbers), quiet, and friendly people and police.
- A safe community that provides protection for citizens from gun violence, drugs, child abduction/abuse, domestic violence and other criminal activities. Good educational systems (schools). Good Health Care systems (hospitals, doctor offices, Specialist in various fields, Rehabilitation sites for different needs (physical, addictions, certain diseases, etc.). Adequate employment and transportation opportunities. Proper grocery stores to promote health & nutrition for families of different cultures. Freedom to express yourself. Fairness regardless of race, age, gender
- We would like to live in a community that is thriving and involved with knowing what's happening in our community and have more options for our children. Example... playgrounds , activities, dances , things to keep them occupied instead of being on the street. More community activities

- A community of likeminded people who want to work together to better their neighborhoods and take action when called on
- I want to live in an active community that encourages and provides opportunity. For people to get outside. I would like there to be a variety of trails and paths for walking, running, and biking. I would like there to be non-chain restaurants to visit
- A diverse community with cultural activities including art, music and dance
- First priority is to live in a safe community with low crime. Second priority would be safe drinking water. Third priority would be more retail stores.
- safety and security in the community is of utmost importance. Education, medical facilities, doctors, and community amenities are factors in selecting the community to live in.
- don't build more. That our coach can handle. We are rapidly approaching the time when we'll be spending more time sitting in traffic than actually driving.
- one that is safe to walk in any part of town without fear or anxiety. No homelessness. Fare taxes new line. Fun offers arts, music fairs.
- Safe and clean city with activities for teens. One with excellent hospitals, doctors, so we don't have to travel out of town for specialty care, IE heart. Clean water. Lower taxes. Get proper infrastructure in place before more building takes place.
- Safe and well develop good schools academically. The middle school and high school are poor rating.
- crime free cohesive community where the residents take pride in their homes and neighborhood. A place where progress is. Tempered to the limits of its infrastructure and financial capabilities.
- A community where it's safe to go outside and have a nice relaxing time without having to worry about a dog or a stranger coming out of nowhere. And attacking you.
- One where 75% agree on rules and regulations, then have a strict enforcement policy.
- I would like to live in a community where it is safe. Where resources are available to use to us, the community. And an environmental consciousness is set in place.
- A supportive, safe community with less red tape.

Themes:

- Safety, Thriving, engaged and active community re. Citizens and government engaged, listening and doing.

Why is that important to you?

- Because as it is now, we have to travel out of town to shop at these places. There only a Walmart and Cato here in Milford with no other stores available for clothes for men. We travel to other towns or cites to get material for our homes, Ace hardware has a very limited selection and can be a little pricey for what they do have.
- When we want a good meal, we travel to Dover for a nice restaurant. Why should we need to travel 20 or 25 miles for a good meal that is reasonable. The hotels would help Milford since it is near the beaches, two good hotels are not enough especially if you have new people moving to our town and they may have guests that visit, nothing more frustrating to have an event at your home and your guest have to drive to Dover to get a room because Milford has inadequate hotels
- When I moved to the City of Milford, I was not aware of ordinances until I had problems with my neighbors. Only then, did I take the time to actually find the ordinances online. Many residents in Milford are older individuals who may not have the capability to access the internet. Some residents are from other countries who may not speak nor read the English language. Therefore the online ordinances would be of no effect
- Safety should be one of the number one factors when living in any community be it from others or those whose duty it is to protect and serve. I remember a time when most of us used to know and get along very well with the Police. Now it feels as if they just look to "get us" or "catch us" doing something wrong. I have never felt the way I have been feeling about most officers as I do today. My guard is ALWAYS up! I do not trust most of this new generation of police in Milford
- It's important to me because I want to have a sense of belonging in my community. A place that I can call home, where my children and grandchildren, etc. can grow up. I want to enjoy a fulfilling life and I can be connected to good and positive neighbors and friends. A community where I can serve on town councils or committees and help to develop policies and procedures that will make the community stronger in a positive way
- It's important to me and my family that we have these things in order to grow. It takes a village
- Because we all want to feel safe and secure. I grew up in in a city and I'm comfortable here in Milford
- I want there to be options to stay fit and active other than just walking around my neighborhood. I would like to support small business and Milford at the same time.

- Celebrating the different cultures within our own community. We increase our understanding and connection to the world at large.
- The need to feel safe and secure in my home and when I am out in the community. They need to be assured that my tap water is safe for drinking and cooking new line So I can shop locally instead of driving 20 miles north or South for a better selection and choices.
- We should always be able to feel safe living in the community. This is not just in the development. Lived in but all areas of the community. Freedom to go everywhere and not have fear of people or groups. God.
- Safety first. Every new development and business increases traffic and our steady city streets. Can barely handle the load now. The worst traffic gets to more people drive like idiots.
- safety, Home cost values continually go up, Excellent healthcare. Good pain, industrial jobs. Safety and plentiful water supply.
- Top notch schools in charter school option in Milford. Our school system now is subpar and children are our future leaders, doctors, educators, etc. Water is now often brown and highly chlorinated. Not healthy.
- When the community expands without regards to the infrastructure in place, schools, hospitals, 911 services and traffic suffer. Causing insufficient services for the residents.
- It's important to me because you generally want to be safe or have your family safe with you wherever you go, even if it's in the privacy of your own home or yard.
- I would prefer not to live in a community with an HOA. We, however, are legally required to maintain one. Hence, we should all abide by rules that are fair, cohesive, and neighborly.
- This is important to me because I would like to feel safe in my community. It puts one's mind at ease. It also is good for one's health. And you take pride in the community. That is safe. Having resources accessible is also important. So that way we can meet our needs. Hmm.
- because we are a family-owned restaurant.

Themes

- Safety for everyone, a need to belong, Thoughtfulness about the future, culturally diverse, “It takes a village.”

How is that different from how you see things now?

- I travel a lot within the State of Delaware working as a Comcast Manager and I see other cities and towns in Delaware expanding, growing, and offering more for the consumer. I look at Seaford, Camden, Middletown, and a few other areas and I see progress. Being that I left Milford in 1977 and joined the Military and return in 2003 I do see some changes in Milford, but I believe it could expand more.
- I see way too many strange people in the neighborhood who appear a little suspect. One time a man ducked down behind the daycare fence as I was getting in my car. I just happened to see him as he did it and stared him down so he quickly got back up and left in the opposite direction. As far as the police, one time one tried to catch me doing something wrong while leaving my driveway to go to work. He was just sitting as if waiting for me to leave and when I left, he tore down the ONE-WAY street and put on his lights. I just laughed at him because I knew I was legit! He needed to do his job and go catch a "real crook" as my mom would say and leave innocent, hardworking people ALONE! I can share all the details if you wish to hear them. The police need to ride through other neighborhoods as much as I see them over here in our neighborhood
- I think more individuals should be engaged with the community problems, as well as myself. Community

individuals should attend the town meetings, community meetings/events and be at the table for discussions and conversations concerning community issues.

- It's very different now. The things I stated previously we do not see
- Working with the public daily I see people who look through life with blinders on. Look to the left and right. We are all different but can make a difference.
- There are a number of small businesses that are not conducive to spending a night out. Thrift shops are sleepy, boring and closed by 2:00 PM.
- I don't see much of a nightlife. Here in Milford. Live music, art exhibits, theater, etcetera would be nice.
- I checked the crime statistics for Milford DE and the crime rate is very high. There has been discolored water issue in Milford since 2017 from a bad well and now when hydrants are flushed. The only full line store in Milford is Walmart, and that is not enough.
- There is a stigma of the homeless population. Homeless individuals are dangerous and ruining the community image.

Appendix 2

- I see careless driving on a regular basis. More buildings without new ways to navigate in and around. Town increased the likelihood of more accidents and injuries.
- Bad sections of town, homeless people. Questionable health care. Not many industries here.
- Now substandard school system. Need more qualified teachers? Must travel or be airlifted out for specialty or some emergency care. Water is highly questionable now, often brown and no answers why.
- I've only lived here three years and the town is lacking. Supply of food on the shelves.
- is a lifelong resident of this area. I have seen expansion without regard to the impact on the residents. Police station was overwhelmed. New hospital is at capacity in just a few years. Schools are overwhelmed. Roads in town are in disrepair. New residents, for the most part. Move here for lower taxes. Which will have to increase due to increases in services.
- It's a different and far dream from what I see now. There are dogs running around with no leashes on, big ones. There are cars everywhere now and then, driving fast down the street with no care for pedestrians on the sidelines or kids outside.
- The HOA has enforced the rules in two years. The focus seems to be on changing the rules so the board has less to do and little, if any enforcement.
- I believe we do have some of this already implemented. In our community, we can do better. We have resources available, but maybe can expand the range of those resources. The city is also always improving and providing environmentally friendly options. For example, we can recycle.
- I see a lot of roadblocks. Pass the buck, bureaucracy.

Themes:

- Haphazard growth, homelessness, lack of activities for everyone including a night life, Safety in community and on the roads, there are opportunities to do things.

What are some of the things that need to happen to create that kind of change?

- Better planning, ask the community what we want, I'm sure everyone in Milford would agree on a Home Depot, more clothing stores, a working car wash and nice restaurant like Texas Roadhouse, etc.
 - I think it would be great (if it's not currently in effect) to have the ordinances printed in all languages based on the Milford population (Spanish, Creole, etc.) readily available. Most new residents have to visit the City of Milford to arrange for Trash and Electric Services. I think the idea to have a Welcome packet would be great! The Welcome packet could include fun facts about the City of Milford, School information, services and of course, the ordinances.
 - We need yearly or bi-yearly meet and greets for the community with the Police, Milford Councilmen from each district, and the Mayor so we can voice, listen to and share concerns and experiences. This should be a non-threatening environment with light refreshments and ice breakers to open. Announcements can be shared from participants as to what they are doing in the community. I do like all of the downtown activities. They are really a nice breath of fresh air in Milford!
- Be at the table to speak out; Donate money, food, clothing, etc. for community needs; Recruit volunteers; Begin a neighborhood watch; Connect with neighbors; Have fundraising events; Charity walks; Community Clean-up days; Provide support groups; Food Give Aways; Community Days; Community Resource events, etc.; Develop a Strong Community Committee/Program
 - some of the things that need to happen is what we discussed earlier. We need to get more people involved. More community action to address these issues. I have tasked myself to be the person to jump start this and with the help of you and others I can see us making a major change in the near future
 - Community meetings maybe? Where people can toss around their thoughts and ideas and then proceed to take action together.
 - Benefits. To attract small business owners to the area. Making downtown more safe at night
 - Start with local artists who are trying to get the Art scene started on their own.
 - More police presence throughout the community to deter crime.

Appendix 2

- Have an independent, impartial third party outside the state of Delaware to test their water and report on it new line Opening of a full line department store for clothing and home goods and a Home Depot for home improvements and necessities.
- The town needs to be assisted through state programs to address the homeless population. Lower rents, 24-hour shelters and other aides would help.
- Stop building so much, especially new housing developments. More enforcement of traffic laws, especially speeding. Rehoboth Blvd. is a prime example of constant speed. When traffic is not heavy.
- Increase incentives for industries to move to Milford. Build a Wicomico style indoor Civic Center venue for entertainment. Research, locate and upgrade number of water wells. And towers.
- Overhaul of our drinking water pipe system new line Have a charter school option in Milford inside city limits new line; Increase the amount of doctors in town and have more skilled providers. And Equip hospital to bring all stroke, heart, and ICU patients here. new line increase teacher salaries.
- like doctors, lawyers. For the housing market, more economic growth.
- slow down expansion until infrastructure catches up. To the needs of the community at large. Buying property for a new industrial park. Doesn't seem to fit this narrative. Maybe they should. By Shawnee Country Club, Rookery North. For use of all residents as a park.
- There should be certain speed limits signs people need to follow, with certain fines for those that break those limits. Communication and information for residents and visitors should be a must.
- I created a HOA Rules Committee to do just that, but the incoming President stopped it. The new rules created are far from what is needed. And we will not have 3/4 of our folks actively engaged in agreement. The effort will put in be put in the past time without the constituency understanding.
- The city needs to listen to the people in the community and hear what the needs are. In the safety aspect, speeding on busy streets in school zones is occurring. Maybe strict penalties can be put in place. We can expand our resources by providing more retail and dining to the community.
- Get rid of roadblocks, pass the buck, Bureaucracy. Transparency is important.

Themes:

- Participation by community, incentives for growth, economic development, step up or get better at planning and regulations, community policing, promote arts and culture.





UNIVERSITY OF DELAWARE

**BIDEN SCHOOL OF PUBLIC
POLICY & ADMINISTRATION**

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

Fiscal Responsibility & Public Engagement							
Goal	Objectives	Strategies	Lead and/or Partners	Timeline	Quarterly Progress	Current Status	Success Metric & Reflection
		Achieve a structurally balanced budget through diverse revenue sources, smart financial management, comprehensive forecasting, and results-oriented and efficient services.	Lou Vitola				
		Continue to maintain and implement a five-year Capital Improvement Plan (CIP).	Mark Whitfield	City Manager and Finance Office collaborate on CIP development schedule every January for departmental input and coordination February through May, with approval targeted in May or June.	Project update meetings advanced to monthly regularity starting in FY23 and extending into FY24. With the reestablishment of the Finance Committee, quarterly updates to the Committee and/or City Council may resume in FY24.	FY24-28 CIP approved by City Council with annual operating budget 6/12/2023.	Annual completion of the CIP drafts on time, distributed to Council and published; annual Council approval on time. Project progress statistics by fund, department, function, type, strategic plan objective, and other descriptors, including counts and dollar volume of projects completed vs budgeted.
Operate in an Efficient and Responsible Manner	Manage resources wisely and sustainably by maintaining appropriate fund balances and reserves.	Develop a long-range operating forecast for the general fund and all utility funds in conjunction with the five-year Capital Improvement Plan to identify threats to the City's reserve policies, structural balance, rate structures, debt covenants and solvency to allow for the implementation of any corrective action in advance.	Lou Vitola				
		Achieve and maintain fiscally-sound balances and reserves for all of the City's various funds.	Lou Vitola				
		Ensure Electric, Solid Waste, Water, and Wastewater utilities are properly funded and that rates are fairly and appropriately set by conducting cost of service studies. (Ensure Electric, Solid Waste, Water, and Wastewater utilities are properly funded and that rates are fairly and appropriately set by conducting cost of service studies)	Lou Vitola				
		Identify ways to deal with the high demand for electricity when the cost is at its highest peak, both in the short-term and long-term.	Lou Vitola				
		Investigate and implement the use of technology to improve delivery of services	Tony Chipola & Mike Svaby				

This priority area focuses on code enforcement, housing, parks and indoor/outdoor recreation that meets the needs of residents, businesses, and stakeholders.

Goal	Objectives	Strategies	Lead and/or Partners	Timeline	Quarterly Progress	Current Status	Success Metric & Reflection
Preserve and Enhance the Property Values and Quality of our Neighborhoods	Ensure properties are safe, attractive, and well-maintained through improved code compliance.	Continue proactive code enforcement throughout the City through additional enforcement and revised standards.	Rob Pierce	Ongoing	Code Officials proactively inspect neighborhoods on a weekly basis	Code Officials proactively inspect neighborhoods on a weekly basis	See a reduction in code violations throughout the City.
		Continue proactive information sharing and outreach regarding code requirements to landlords, tenants, and homeowners. Expand the beautification and maintenance program for streetscapes and gateways.	Rob Pierce	Ongoing	Landlords are sent copies of the rental inspection requirements each year. Will need to investigate ways to inform tenants of rental inspection requirements. We have general code enforcement brochures that are written in spanish, creole and english that we use to educate the public of minimum requirements.	Landlords are sent copies of the rental inspection requirements each year. Will need to investigate ways to inform tenants of rental inspection requirements. We have general code enforcement brochures that are written in spanish, creole and english that we use to educate the public of minimum requirements.	See a reduction in code violations throughout the City.
	Enhance the City's identity through well-maintained and interconnected public green spaces and parks.	Maintain and appropriately program the current, 200-acres of open space to provide for diverse outdoor recreational activities. Sponsor Community Clean Ups /other volunteer led opportunities	Brad Dennehy				
	During future neighborhood planning and zoning, ensure the inclusion of sufficient and connected open space in and near neighborhoods.	Connect public open spaces through biking and walking paths that do not use state highways. Continue to connect neighborhoods with bicycle and pedestrian paths as designated in the plan.	Brad Dennehy				
Encourage a Balanced Range of Housing Types and Home-Ownership Opportunities for Existing and Future Residents	Ensure a variety of housing options in varying affordability ranges are available throughout the City, in order to encourage residents of all socioeconomic backgrounds to reside in the City.	Continue to evaluate City ordinances and enhance requirements that all new developments meet minimum requirements for open space networks, and that sidewalks and trails that connect with other parts of Milford.	Brad Dennehy & Rob Pierce	2041	FY24-FY29 CIP Projects	FY24-FY29 CIP Projects	Construction of shared use paths and walking paths throughout the City.
		Ensure zoning ordinance provides for variety and flexibility in housing options.	Rob Pierce	Done	Done	Done	Construction of shared use paths and walking paths throughout the City. Updated Chapter 200 Subdivision of Land in January 2022 to include enhanced open space requirements for new developments. New projects are reviewed for compliance with the ordinance.
	Continually evaluate ways to attract more affordable housing options.	Rob Pierce	Ongoing	Chapter 230 Zoning amendments tabled by City Council 7/24/23. Chapter 230 Zoning was updated in January 2022 to address area regulations, landscaping, off-street parking, open space requirements, tree planting and preservation, and other items.	Chapter 230 Zoning amendments tabled by City Council 7/24/23. Chapter 230 Zoning was updated in January 2022 to address area regulations, landscaping, off-street parking, open space requirements, tree planting and preservation, and other items.	Update Chapter 230 Zoning.	
	Consider implementing a Historic Preservation ordinance to protect buildings from destruction or insensitive rehabilitation.	Rob Pierce	2025	Not Started	Not Started	Adopt a historic preservation ordinance.	
Promote a Healthy Community with a Variety of Recreational Activities Provided by the City and Community Partners	Provide residents with more recreation options by partnering with local private and nonprofit agencies in the area.	Continue to partner with external organizations to gain access to more outdoor and indoor facilities for adult and child sports leagues.	Brad Dennehy				
		Build capacity of the Parks and Recreation Advisory Board (consisting of residents) to advise City Council, expand outreach, and recruit volunteers.	Brad Dennehy				
	Expand access to existing regional recreational amenities through varied transportation options. Work with residents and partners to create a recreational scholarship or subsidy for families who struggle to pay program fees.	Brad Dennehy & Rob Pierce	Ongoing	Continuing to work with DART on improving public transportation options in Milford.	Continuing to work with DART on improving public transportation options in Milford.	Connect people to the places they want to go with public transportation.	
Actively promote current recreational opportunities offered by the City and partners.	Work with recreational partners, schools, and others to increase awareness of current children's programming.	Brad Dennehy					
Promote available activities through a variety of media.		Brad Dennehy & Sara Bluhm					

This priority area focuses on being proactive and well-prepared with regard to the safety of community members. Safety also plays a role in fostering economic growth and bringing new residents to Milford.

Public Safety and Preparedness								
Goal	Objectives	Strategies	Lead and/or Partners	Timeline	Quarterly Progress	Current Status	Success Metric/Reflection	
Efficiently Utilize All Police Resources (i.e., staff time, personnel, training, and technology)	Evaluate and regularly monitor the Milford Police Department's (MPD), including patterns of calls for service, types of crimes, and deployment of police resources.	Analyze existing data to understand what types of crime are taking place, where, when, and responses to address crime patterns in real time.	Chief Ashe					
		Identify new tools, technology, and analytics to assist in establishing patterns and promote intelligence lead policing models to reduce crime.	Chief Ashe					
		Utilize current and new technology to help collect and analyze data that will deploy police resources to address crime trends.	Chief Ashe					
		Identify the types of crimes being committed in the City of Milford.	Chief Ashe					
	Make a Meaningful Reaction in Part 1 crime in the City of Milford.	Create bi-weekly meeting with Police Command Staff to create avenues of accountability for where, when and why the crime is occurring. Create a plan of action for those crimes, execute the plan and reevaluate the plan to effectively reduce crime.	Chief Ashe					
		Adapt evidence-based approaches to local conditions and constraints and evaluate their effectiveness, while demonstrating successful outcomes with promising strategies in reducing crime.	Chief Ashe					
	Reduce Crime	Implement researched based policing strategies to reduce overall crime and improve public safety.	Conduct listening sessions, community meetings to identify problems and co-produce tangible solutions.	Chief Ashe				
			Offer citizen police academies, volunteer opportunities (neighborhood watch programs, etc.), and youth engagement activities.	Chief Ashe				
			Partner with state agencies and towns to identify and implement best practices. Establish strategic partnerships with community-based service providers, substance abuse treatment services, victim services, business associations, faith-based organizations, and educational institutions.	Chief Ashe				
		Expand the City's efforts and capacity to address homelessness.	Explore other community initiatives (e.g., Georgetown and Salisbury MD).	Chief Ashe				
Explore innovative housing solutions, such as pallet housing.			Chief Ashe					
Promote opportunities for residents to volunteer in assisting this population. Continue to seek additional funding for full time Behavioral Health Unit Staff.			Chief Ashe					
Establish and Maintain Strong and Beneficial Police- Community Relations	Create a reciprocal and trusting relationship between Milford residents and police officers through consistently proactive, responsive, and visible policing throughout the city.	Established patrol areas for officers to work same area, so that the officers know their community and the community knows them.	Chief Ashe					
		Leverage existing community partnerships and support to increase community-police engagement.	Chief Ashe					
		Leverage social media to share information and promote transparency.	Chief Ashe					
		Conduct citizen surveys.	Chief Ashe					
	Establish a community advisory group.	Chief Ashe						
Work with the Carlisle Fire Company on evaluating the use of new technology for communication.	Identify new technologies that could help limit the use of the fire siren.	Chief Ashe						
Utilize Effective, Proactive Emergency Preparedness and Public Safety Strategies	Proactively plan for emergency events (i.e., storms, active shooter, etc.) through regular meetings between all City departments and state, regional, and local agencies to ensure plans are up-to-date and compatible.		Chief Ashe & Mike Svaby					

This priority area focuses on attracting and retaining businesses in the vibrant downtown and beyond, communicating the Downtown Development District and other incentives, and encouraging job

Economic Health & Development							
Goal	Objectives	Strategies	Lead and/or Partners	Timeline	Quarterly Progress	Current Status	Success Metric/Reflection
Enable Growth of Existing Businesses	Foster economic activity that will grow the local employment by 4% in 5 years.	Partner to provide and advertise job training opportunities so the Milford workforce is ready for the future.	Sara Bluhm				
		Support workforce development through job training and apprenticeship programs.	Sara Bluhm				
		Work with School Districts to connect educational opportunities and outcomes with economic and business development to encourage young residents to stay in Milford.	Sara Bluhm				
		Conduct needs assessments of current businesses to identify growth opportunities.	Sara Bluhm				
		Develop resources for marketing and promoting businesses, such as signs promoting Milford businesses on Rt 1 and Rt 13.	Sara Bluhm				
		Improve bike / pedestrian access to existing businesses as outlined in the Bicycle and Pedestrian Masterplan.	Mike Svaby				
Foster Establishment of New Businesses	Identify opportunities for growth and development of new businesses in Milford by promoting advantages and opportunities in Milford, and leveraging the Downtown Development District and other state assistance.	Connect the industrial park to the City with pedestrian and bike paths.	Rob Pierce			Dependent on Airport Road Bike Path funding in the 5 year CIP	
		Annually review the process by which new businesses move to Milford, to develop more user-friendly services.	Sara Bluhm				
		Continue to provide current incentives for businesses of all types and sizes.	Sara Bluhm				
		Identify and assess vacant properties for business use and create incentives for new businesses to invest in and occupy vacant commercial properties.	Sara Bluhm				
		Conduct a business satisfaction survey following completion of interactions with the City.	Sara Bluhm				
		Ensure that all business-related organizations and City departments are knowledgeable about development processes for new or expanding businesses through communication and training of City Staff and coordination with partner organizations.	Sara Bluhm				
Meet the Commercial Needs of Residents, Businesses, and Visitors	Develop a more vibrant downtown, to bring more visitors to Milford and promote community pride.	Leverage the Downtown Development District to implement the Rivertown Rebirth Plan and enhance river-based recreation and events.	Rob Pierce & Brad Dennehy & Sara Bluhm			DDD/Rivertown Rebirth Master Plan implementation is ongoing with several projects in the 5 year CIP. Brad would have to comment on river-based recreation and Sara on events.	
		Provide more signage and wayfinding for things like businesses, the river-walk, and parking.	Mike Svaby				
		Continue to incentivize mixed-use properties in downtown.	Rob Pierce				Done - All projects in the DDD area receive State and local incentives for development.
		Host more citywide events in the downtown area to bring patrons to businesses.	Sara Bluhm				
		Recruit popular businesses / restaurants that make Milford a destination	Sara Bluhm				
		Activate existing business community to fill market gaps	Sara Bluhm				
Bring More Tourism to Milford	Actively promote tourism opportunities through arts, culture, and eco-tourism in Milford to bring in visitors and provide residents with more recreational options.	Expand community festivals and establish new events, such as a concert series and art loop.	Sara Bluhm				
		Advertise on print, radio/tv, social media, other Delaware park webpages, etc.	Sara Bluhm				
		Continue to pursue creative methods of promoting City events, such as street banners.	Sara Bluhm				
		Provide amenities such as public bathrooms that support tourism.	Mike Svaby				
		Promote the Mispillion River as Delaware's Hidden River.	Brad Dennehy Brad Dennehy				
		Provide more opportunities for public art.	Brad Dennehy				
Develop more river-based activities to bring in more visitors and provide residents with more recreational options.		Partner with local nature societies, recreational clubs, and businesses to recruit more outdoor recreational activities.	Brad Dennehy				
		Provide additional access points along the Mispillion River.	Brad Dennehy				

This priority area focuses on maintaining connected sidewalks, roads, utilities, public transportation, walking, biking, and gateways throughout the City.

Mobility & Infrastructure

Goal	Objectives	Strategies	Lead and/or Partners	Timeline	Quarterly Progress	Current Status	Success Metric/Reflection
Proactively Maintain Our Streets	Maintain City streets so that 80% are always in "Fair," "Satisfactory" or "Good" condition.	Fund street rehabilitation so that all streets rated "Poor," "Very Poor" or "Serious" condition are completed over the next 5 years.	Mike Svaby				
		Regularly update the Pavement Condition Report.	Mike Svaby				
		Proactively repair and repave City streets after making necessary utility and sidewalk improvements/repairs.	Mike Svaby				
		Promote the use of My Milford See, Click, Fix phone app for citizens to participate in problem identification and City opportunities	Sara Bluhm				
Proactively Maintain Our Utility Infrastructure	Continue to identify and utilize new technology to improve the efficiency and effectiveness of utility services.	Use Supervisory Control and Data Acquisition (SCADA), AMI, and other smart technology to monitor our electric, water, and wastewater systems.	Tony Chipola				
		Conduct regular preventative maintenance.	Mike Svaby & Tony Chipola				
		Establish an inventory of existing utility infrastructure and grade that system on an "Excellent" to "Serious" condition scale.	Mike Svaby & Tony Chipola				
		Address inflow and infiltration into the wastewater system.	Mike Svaby				
Proactively Maintain Our Utility Infrastructure	Evaluate current condition and put plans in place to maintain or replace City utility infrastructure.	Address older portions of the City without cleanouts and/or house traps on service lines.	Mike Svaby				
		Implement the Lead and Copper Replacement Program driven by the EPA and DHSS/DPH/Office of Drinking Water. Update code and write and implement a Cross Connection Control Program to protect the City of Milford's water supply as a Public Water System Institute proactive replacement program based on the inventory system.	Mike Svaby				
		Review progress with the City manager on a semi-annual basis.	Mike Svaby & Tony Chipola				
		Update regulations to comply with recommendations in the comprehensive plan.	Mike Svaby & Tony Chipola				
Address Future Growth by Proactively Making Improvements to Infrastructure	Meet semi-annually with the City Manager, Planning Director, Public Works Director, City Engineer and Council to project and evaluate wastewater demands required for future growth.	Sewer: Install force main from South East Pump Station to Kent County Pump Station (evaluate other potential areas that would be in addition to this system such as areas east and west of State Route 1 from the Mispillion River, south.)	Mike Svaby				
		Consider the installation of an additional substation or substation expansion projects.	Tony Chipola				
		Investigate energy efficiency measures to reduce energy demand and consumption for City facilities.	Tony Chipola				
		Evaluate renewable generation and Energy Storage options to reduce demand and smooth / flatten load curve.	Tony Chipola				

		Consider electric generation to reduce the reliance on PJM.	Tony Chipola			
		Evaluate storage demands for water in northwest business park and other portions of the City.	Mike Svaby			
	Meet semi-annually with the City Manager, Planning Director, Public Works Director, City Engineer and Council to project and evaluate water demands required for future growth.	Investigate alternatives for water production in the SE area of the City to address future growth in that area.	Mike Svaby			
	Include "Complete Streets" best practices as a part of all projected new street or repaving projects.	Address deficiencies and maintenance issues in the City's bicycle network.	Mike Svaby			
	Implement the sidewalk maintenance/replacement program.	Regularly inspect the sidewalks on a 4-year cycle by ward to notify and work with property owners on necessary repairs and/or replacement. Work with DART to improve transportation accessibility within the City and to provide access to key destinations such as the new Bayhealth Sussex Campus and Nationwide Campus.	Mike Svaby			
Continue to Develop a Multi-Modal, Pedestrian-Friendly Framework Throughout the City	Improve existing transportation options and accessibility by evaluating the number of routes, the frequency of routes, where stops are, and where they should be.	Implement high value standalone road projects and intersection improvements based on impact.	Mike Svaby			
	Implement the Bicycle and Pedestrian Plan.	Collaborate with Kent County, Sussex County, nearby local governments, DeIDOT, Dover/Kent County MPO, and the University of Delaware to develop regional bicycle route.	Rob Pierce	2041 FY24-FY29 CIP Projects	FY24-FY29 CIP Projects	Construction of shared use paths and walking paths throughout the City.
		Perform an Engineering Traffic Study within the City.	Mike Svaby			
		Evaluate truck traffic downtown and feasibility of maneuvers at downtown intersections.	Mike Svaby			
Improve Traffic Management Throughout the City	Work with agency partners to ensure that the safety of pedestrians and drivers are improved.			Dover/Kent County MPO has funded a transportation study in FY24 for traffic circulation on the Kent County side of Milford. DeIDOT is wrapping up freight study recommendations, which has a focus on east-west movement through Milford. Dover/Kent County MPO completed a freight study and recommended Church Hill Road be used to connect Route 14 and SR1 and the potential construction of a new road between US113 and SR1 on the south side of Milford.	Dover/Kent County MPO has funded a transportation study in FY24 for traffic circulation on the Kent County side of Milford. DeIDOT is wrapping up freight study recommendations, which has a focus on east-west movement through Milford. Dover/Kent County MPO completed a freight study and recommended Church Hill Road be used to connect Route 14 and SR1 and the potential construction of a new road between US113 and SR1 on the south side of Milford.	Reduced travel time between US Route 113 and SR1 and reduction of traffic congestion in downtown Milford.
	Improve accessibility to and from the East and West portions of the City.		Rob Pierce	Ongoing.		



RESOLUTION 2023-18

ADOPTING THE CITY OF MILFORD STRATEGIC PLAN FOR 2023 to 2028

WHEREAS, the City Council of the City of Milford believes that the development of a specific mission, vision, core value statements, and both long and short-term goals and objectives are vital to planning for the future of this city; and

WHEREAS, the City Council of the City of Milford has developed a mission and vision statement, value statements, and belief statements for 2023 to 2028 through strategic planning sessions which included input and collaboration from a professional consultant and facilitator, community members, stakeholders, and staff; and

WHEREAS, this renewed plan separates community engagement from fiscal responsibility creating six priority areas, focuses more attention to implementation of the Rivertown Rebirth Plan 2025/Downtown Master Plan and the 2021 Bicycle Master Plan, updates current objectives and strategies, and adds an easy-to-use matrix as a pathway to progress for community use.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF MILFORD, that the attached 2023-2028 Strategic Plan for the City of Milford is hereby adopted.

BE IT FURTHER RESOLVED that the mission, vision, core value statements, goals, objectives, and strategies set forth in the Strategic Plan shall be made available to residents, businesses, other governmental entities and agencies within the City of Milford as appropriate for the purpose of coordination of activities and sharing of our vision.

ADOPTED this 28th day of August 2023.

Approved: _____
Mayor Arthur J. Campbell

Attest: _____
City Clerk Teresa K. Hudson

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: August 23, 2023
RE: Parks and Recreation Advisory Board and Tree Preservation and Advisory Council
Appointments/Reappointments

Tree Preservation and Advisory Council

Current Members and terms

Holly Heverly term expires: 8/31/2023.*

Timothy Metzner term expires: 8/31/2025.

Leigh Muldrow term expires: 8/31/2024.

Eric Wahl term expires: 8/31/2024.

Fatimata Woodard final term expires: 8/31/2023.**

*Holly Heverly desires to remain on the Council and would like to extend her term until 8/31/2026.

**Currently we are still seeking a suitable candidate to replace Fatima Woodard whose term is expiring.

Parks and Recreation Advisory Board

Current Members and terms

Ronny Baltazar-Lopez term expires: 8/31/2025.

Nicholas Brannon term expires: 8/31/2024.

Darron Johnson term expires: 8/31/2023.***

Bill Shupe term expires: 8/31/2024.

Anne Villalobos final term expires: 8/31/2023.****

***Darron Johnson desires to remain on the Advisory Board and would like to extend his term until 8/31/2026.

****In consultation with Mayor Campbell, we have a suitable candidate to replace Anne Villalobos, her name is Meredith Schmidt, and she resides at 434 Kings Highway, Milford, DE.

Recommendation

- Extend Holly Heverly's term on the Tree Preservation and Advisory Council until 8/31/2026.
- Continue to seek a replacement candidate for the open position on the Tree Preservation and Advisory Council for the period of 08/31/2023 thru 08/31/2026.
- Extend Darron Johnson's term on the Parks and Recreation Advisory Board until 8/31/2026.
- Appoint Meredith Schmidt of 434 Kings Highway, Milford, DE to replace Anne Villalobos on the Parks and Recreation Advisory Board for a term of three years expiring 8/31/2026.

Application for Boards and Commissions

Applications for Boards and Commissions are always accepted. Should a vacancy occur, the City will review all applications on file.

Available Boards & Commissions

Learn more by clicking on each link

- [Board of Adjustment](#)
 - [Board of Appeals](#)
 - [Parks & Recreation Advisory Board](#)
 - [Planning Commission](#)
 - [Tree Preservation & Advisory Council](#)
-

Which Board or Commission are you applying for? **Parks & Recreation Advisory Board**

Applicant Name: Meredith Schmidt

Street Address: 434 Kings Highway

City, State, Zip:
Milford, DE 19963

Home Phone Number: 3023995630

Personal Phone Number: 3023995630

Email Address: meredykstetson@gmail.com

How long have you been a resident of Milford? 18 years

Occupation and Employer: Homemaker

Describe any special knowledge, education, experience, qualities or talents you have that are relevant to the Board or Commission on which you are interested in serving: Prior to moving to Delaware I had a successful and enriching career as a Recreation Professional in Washington state. I was a member of the WRPA, attended annual conferences and served in various programmer and coordinator positions for our city over a 10 year period. I worked primarily in Youth & Teen programming as well as Special Event & Marketing coordination under our Recreation Department. I'm very

familiar with the general process of developing, budgeting and executing public programming and parks maintenance. I both served on and led multiple community recreation and arts boards/councils throughout our district.

Community and/or civic groups of which you are a member:

N/A

Please describe why you wish to serve on this Board or Commission:

As a mom of school age children, Milford Parks & Recreation has been a source of many positive memories for our family! We have both participated and volunteered in multiple programs over the years. I have over 10 years of professional recreation experience and although I am no longer employed in the field I continue to keep up on current community programming trends. I am excited about Milford's growth potential and am passionate about the critical role a strong parks & recreation department contributes to the overall health of a community. I believe with the combination of my experience and vested interest in Milford, I could provide a positive perspective to the board.

Do you, your spouse or any immediate family members have any potential conflicts of interest (personal or financial) that could require you to recuse yourself from votes of the board/commission for which you are applying?

No

If yes, please describe:

Field not completed.

Thank you for your willingness to serve the City of Milford! Please be aware of the time commitment for the Board or Commission you are interested in serving on by reviewing the below information.

By submitting this form, you certify the information contained is true and correct.

Planning Commission Term Expiration Dates:

Sharp	Marvin C.	844 NE Front Street	8/31/2024
<i>DiCostanzo,</i>	<i>Shelby Nash</i>	<i>310 Matthew Circle</i>	<i>8/31/2023</i>
<i>Hammond</i>	<i>Charles T. Jr.</i>	<i>602 North Street Ext.</i>	<i>8/31/2023</i>
Purcell	Jim	102 Kings Hwy	8/31/2025
Redden	Mark A.	107 S Washington Street	8/31/2024
Sauls	David	2 East Thrush Drive	8/31/2025
Wright	Ian	600 Maple Street	8/31/2023

Board of Adjustment Member Term Expiration Dates:

Warfel	Brendon	960 NE Front Street	8/31/2025
<i>Rizzo</i>	<i>Ronald</i>	<i>19644 Drummond Drive</i>	<i>8/31/2023</i>
Zychal, Vice Chair	Nadia	303 S Walnut Street	8/31/2024



RESOLUTION 2023-15

Design and construction of trails and park amenities of 19.43 +/- acres of farmland for the purposes of converting into a new city park and trail system on South Rehoboth Boulevard in Milford, Delaware.

WHEREAS, since its establishment in 1974, Milford Parks and Recreation has set out to promote community recreation with an emphasis on Parks and Trails throughout the City; and

WHEREAS, the City of Milford recently purchased 19.43 +/- acres of farmland, known as Sussex County Tax Parcel No. 3-30-11.00-039.00, to develop into a dedicated public park and greenway trail system; and

WHEREAS, funding through the Delaware Land and Water Conservation Trust Fund, pursuant to 30 Del. C. § 5423, Outdoor Recreation, Parks and Trails Program or ORPT Program, for municipal outdoor recreation and conservation investments, assisted in the purchase; and

WHEREAS, the property has been identified in the City of Milford Strategic plan as providing additional recreational opportunities for the citizens of Milford, with the intent to create a continuous multimodal bike/pedestrian pathway, featuring playing fields, sports courts, picnic pavilions, playgrounds, public restrooms, and other open space; and

WHEREAS, this involves a multi phased project over several years which has the blessing of the City of Milford's Mayor, Council, and taxpayers of Milford; and

WHEREAS, the project is identified in the adopted Capital Improvement Plan with funding prioritized; and

WHEREAS, a contract has been executed with a design professional and the scope of work well defined; and

WHEREAS, upon the recommendation of the City's Finance Director and City Manager, City Council hereby agrees to contribute matching funds of \$62,500 from a combination of the City's General Fund Reserves and eligible Community Redevelopment/Reinvestment Funds (CRRF) and Community Transportation Funds (CTF); and

WHEREAS, the City Council designates the City Manager, or his/her designee, to manage the project and to comply with ORPT requirements for reporting and reimbursement purposes; and

WHEREAS, the City agrees that lands purchases, developed, and designed with the ORPT Program assistance shall remain in public outdoor recreation or conservation uses in perpetuity and shall not be converted to other uses.

NOW, THEREFORE, BE IT RESOLVED, that Milford City Council, by majority vote, authorize the ORPT Grant Funding Application of the above grant and commit to the management and completion of the project in a professional and competent manner, and to provide sufficient funds, including a minimum of \$62,500 in matching funds, to assure effective operation and long term maintenance of the land and its improvements, and that the City of Milford shall abide by all requirements of the ORPT Grant Program for reimbursements and stewardship responsibilities.

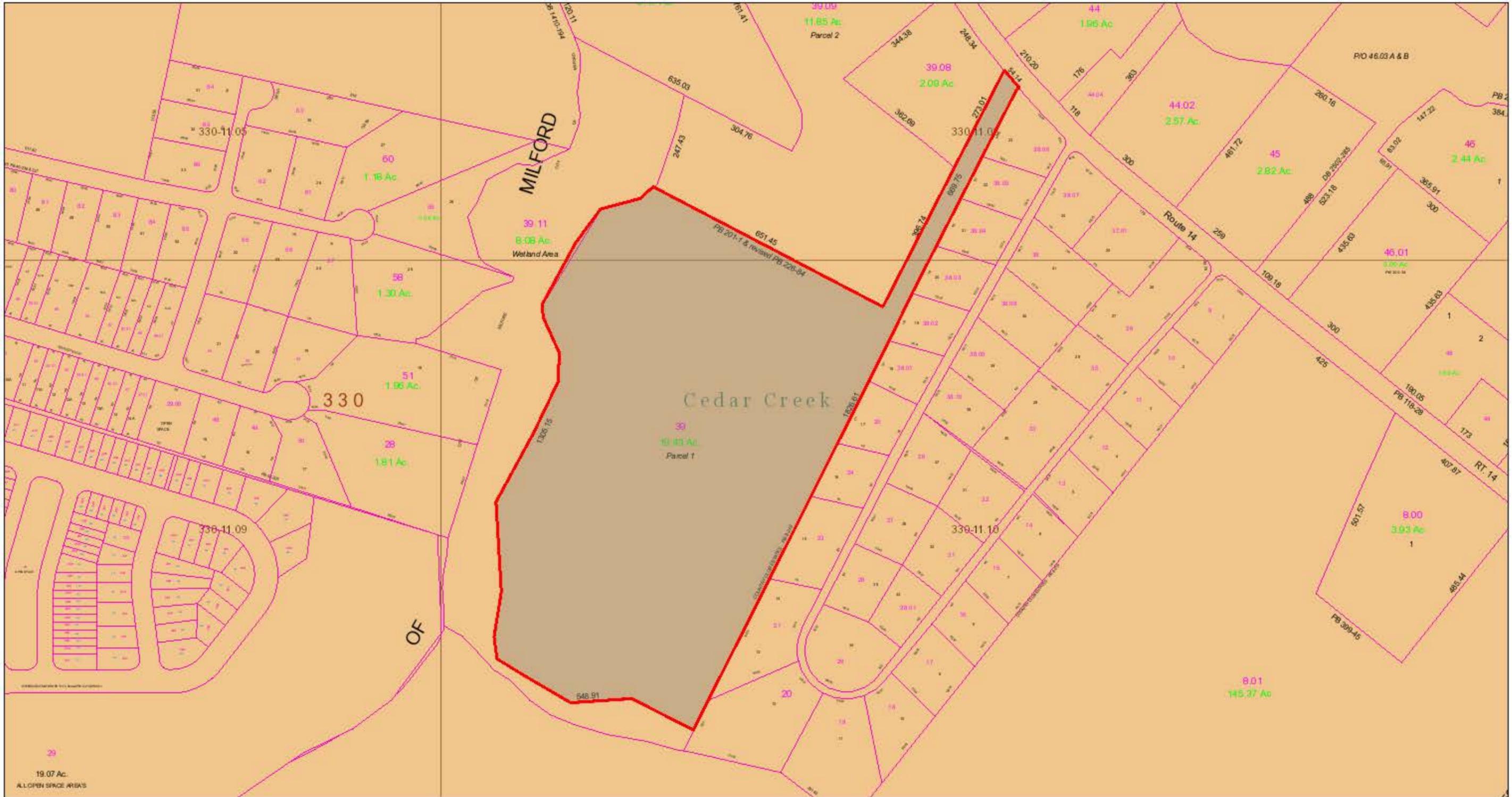
IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Milford to be affixed this 28th day of August 2023.

Mayor Arthur J. Campbell

Attest:

City Clerk Teresa K. Hudson

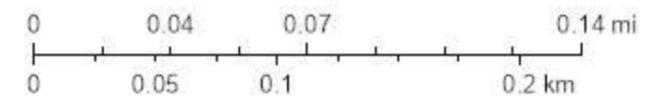
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August 28, 2023

- | | | | |
|--------------------------|------------|----------------|---------------------|
| Tax Parcels | District 2 | Fire Districts | Zone |
| County Boundaries | District 3 | Map Index | District Boundaries |
| County Council Districts | District 4 | Map Grid | Hundred Boundaries |
| District 1 | District 5 | Subzone | |

1:3,737



Sussex County Government, Sussex County Mapping and Addressing

MARSHALL
MILLPOND

S. REHOBOTH AVE

N. HORSESHOE DRIVE

S. HORSESHOE DRIVE

DEEP BRANCH

SHARPS FARM
PARK

ROOKERY GOLF COURSE

A

B

C

D

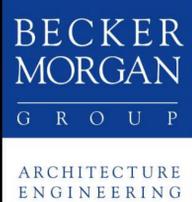
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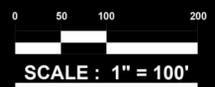
G

DRAWING KEY

- A. PARK ENTRANCE
- B. PARKING LOT - 72 SPACES
- C. MULTI-AGE PLAYGROUND
- D. CONCRETE WALKWAYS
- E. OPEN SPACE W/ WATER VIEWS
- F. LARGE MULTI-USE FIELDS
- G. 10' WIDE PERIMETER BIKE PATH



CITY OF MILFORD GREENWAY
SHARPS FARM PARK
2023139.00





RESOLUTION 2023-16

Design and reconstruction of the concrete bulkhead located to the rear of 11 North Church Avenue in exchange for an easement owned by DE OZ Property Management LLC needed to complete the connectivity of the Milford Riverwalk.

WHEREAS, since its establishment in 1974, Milford Parks and Recreation has set out to promote community recreation with an emphasis on Parks and Trails throughout the City; and

WHEREAS, a portion of the City Strategic Plan was developed to guide the Parks and Recreation Department in fulfilling the shared community vision and stated mission of the Parks and Recreation Department; and

WHEREAS, Taking over forty years to complete, the City of Milford Riverwalk is a mile plus long pedestrian walkway that consists of elevated boardwalks, pedestrian bridges, exposed concrete walkways, and brick sidewalks that weave alongside the banks of the Mispillion River in the heart of Downtown Milford, and

WHEREAS, one noncontiguous area lies behind the former historic Carlisle Firehouse located on North Church Street was recently purchased and the new owners are willing to provide an easement to the City of Milford which would extend the City's Riverwalk around the building for use as a public walkway, in exchange for substantial work required to the adjacent bulkhead needed for this project to occur; and

WHEREAS, an application through the Delaware Land and Water Conservation Trust Fund, pursuant to 30 Del. C. § 5423, Outdoor Recreation, Parks and Trails Program or ORPT Program, for municipal outdoor recreation and conservation investments, is being submitted; and

WHEREAS, upon the recommendation of the City's Finance Director and City Manager, City Council of the City of Milford hereby agrees to contribute matching funds of \$62,500 from a combination of the City's General Fund Reserves and eligible Community Redevelopment/Reinvestment Funds (CRRF); and

WHEREAS, the City Council designates the City Manager, or his/her designee, to manage the project and coordinate ORPT requirements for reporting and reimbursement purposes; and

WHEREAS, the City agrees that lands developed or purchased with the ORPT Program assistance shall remain in public outdoor recreation or conservation uses in perpetuity and shall not be converted to other uses.

NOW, THEREFORE, BE IT RESOLVED, that on the 28th day of August 2023, Milford City Council, by majority vote, authorize the land currently owned by DE OZ Property Management, LLC to be used as an easement in exchange for the construction of a concrete bulkhead to be paid with ORPT Grant Funding and up to \$62,500 in matching funds, which would complete connectivity making the entire Mispillion Riverwalk in Downtown Milford, Delaware; and

BE IT FURTHER RESOLVED, it is agreed that the City of Milford shall abide by all requirements of the ORPT Grant Program for reimbursements and stewardship responsibilities.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Milford to be affixed this 28th day of August 2023.

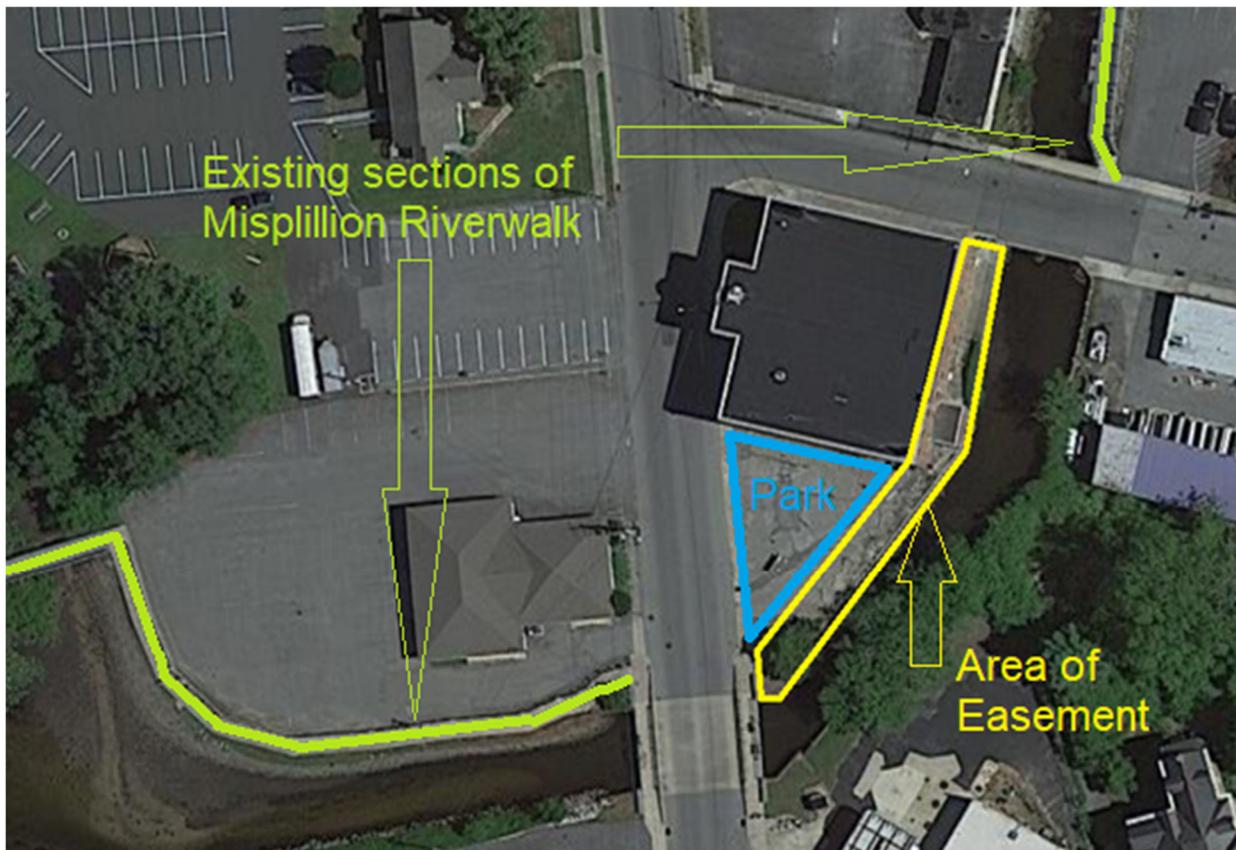
Mayor Arthur J. Campbell

Attest:

City Clerk Teresa K. Hudson

Gift of an Easement Along the Mispillion River for the Construction of a New Section of the Riverwalk

DE OZ Property Management, LLC has purchased the property at 11-13 N. Church Avenue (Parcel MD-16-183.10-04-69.00-000) and plans to undertake a historic rehab of the old Carlisle Firehouse. The LLC is prepared to give to the City of Milford an easement alongside the Mispillion River in order for the City to extend the Riverwalk from the SW Front Street bridge to the Church Avenue bridge. The land included in this easement is indicated in the illustration shown below. The width of the space between the east wall of the Firehouse and the concrete bulkhead along the river is about 11'6". This is wider than most sections of the Riverwalk (which are from 8' to 10' wide). The narrowest section of the right-of-way is at the south-east corner of the Firehouse, which is 7' from the bulkhead.



It is planned that the single-story brick structure that was added to the east side of the former Carlisle Firehouse - and would obstruct the path of the Riverwalk - will be removed. (This structure is shown in the photo below.) In addition, it is planned that the asphalt will be removed from the triangle of land to the south of the building and this area will be landscaped, which will also enhance the Riverwalk.



As can be seen in the photo above, there are sections of the concrete bulkhead that are in need of repair. It is expected that if the City accepted the easement it would make the necessary repairs to the bulkhead as part of the construction of this section of the Riverwalk.

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project



South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Study Area

S. Walnut Street between McCoy Street and S. Maple Avenue



South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

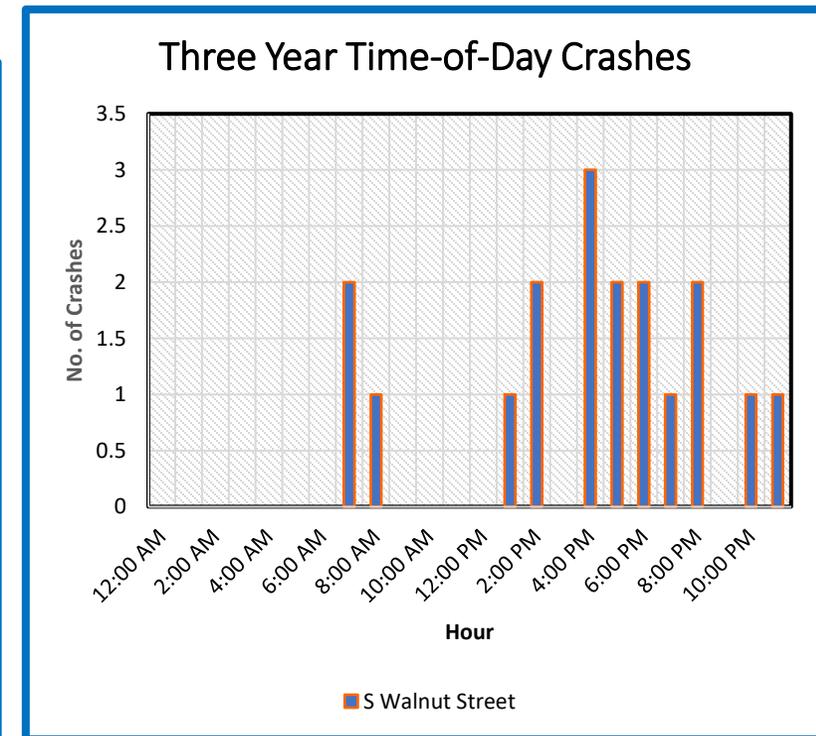
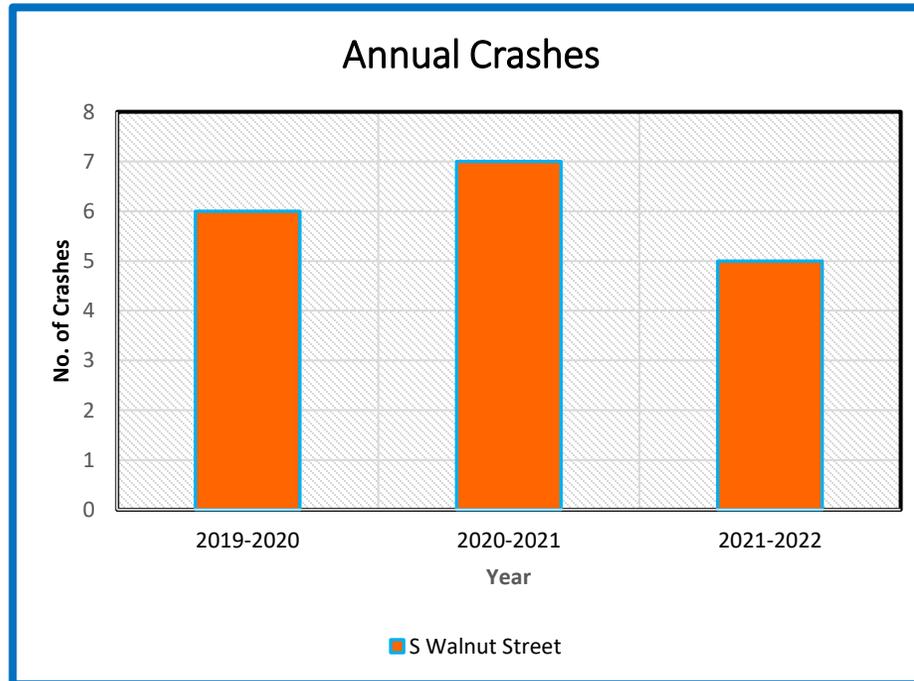
Project Goals

- Improve bicycle and pedestrian connectivity along S. Walnut St
 - New shared use path
 - Complete gaps in existing sidewalks
- Provide traffic calming measures and reduce traffic speeds
- Improve pedestrian crossing at Seabury Ave and W. Clarke Ave
- Improve S. Walnut St intersection with railroad

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Existing Crash Data

- Crash data analyzed from September 27, 2019, to September 27, 2021
- 18 crashes occurred
- No fatal crashes



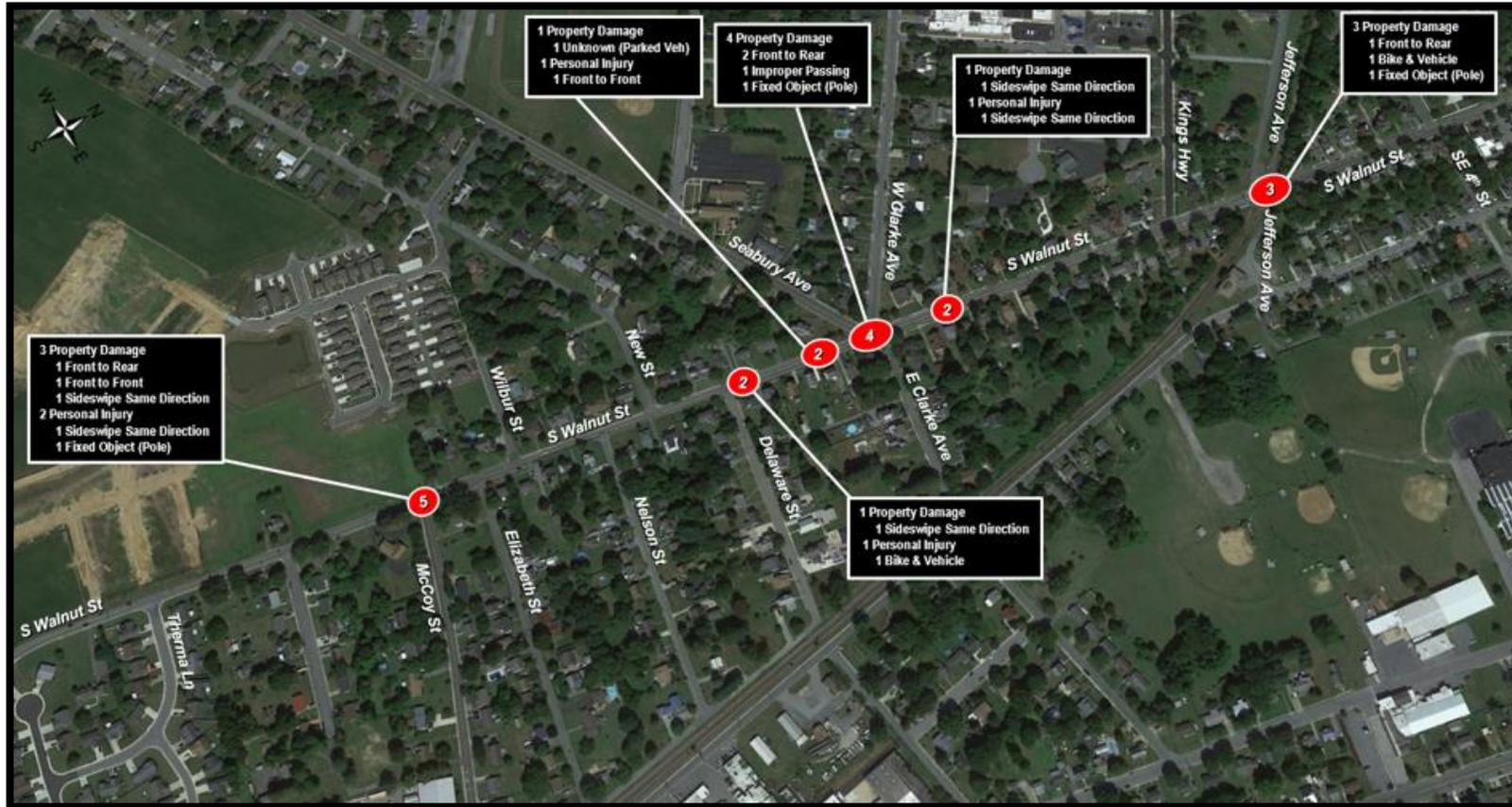
S. Walnut Street Traffic Calming & Bike/Pedestrian Improvement Project

Traffic Calming Study

- Current posted speed: 25 mph
- Analyzed speed data from September 11, 2022 through September 19, 2022
 - Average speed: 27 mph
 - 85th percentile speed: 31 mph
- 62.6% of all recorded vehicles were traveling at speeds greater than the posted speed limit
- Half of all crashes occurred at two main intersections:
 - S. Walnut Street and McCoy Street
 - S. Walnut Street and Seabury Avenue/Clarke Avenue

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Existing Crash Data



South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

First Community Workshop

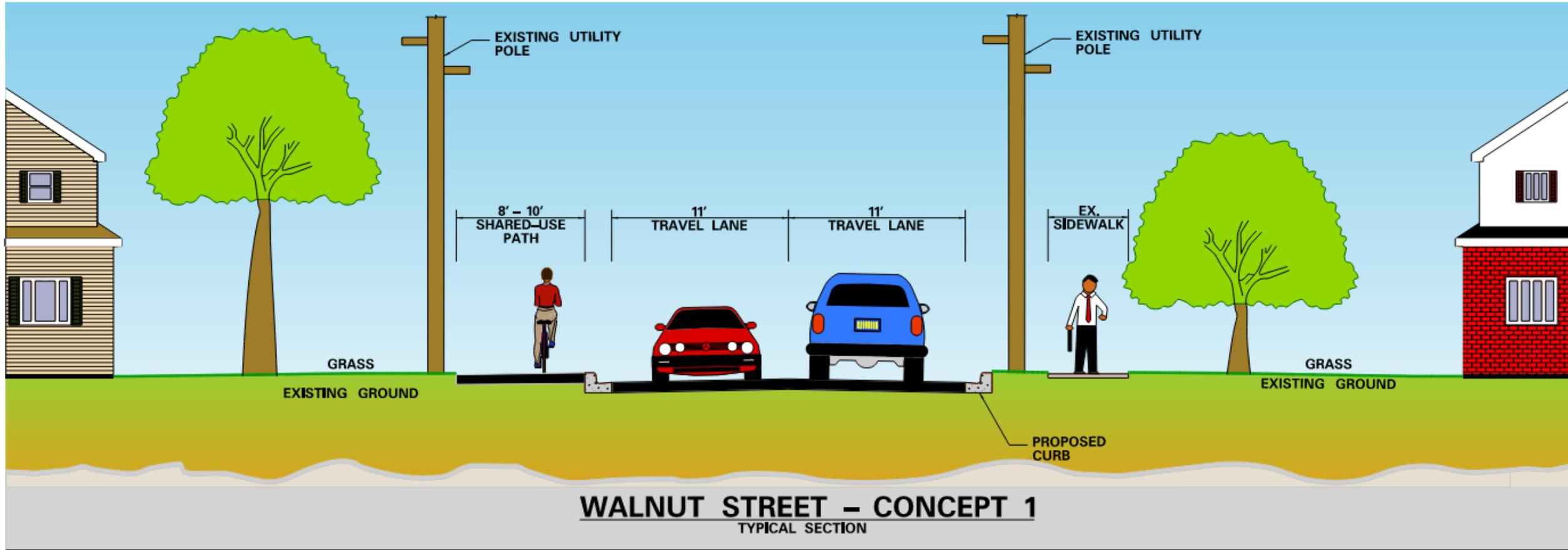
December 15, 2022

- Milford City Hall
- Advertised through City of Milford and Dover/Kent MPO
- 26 attendees
- Two concept plans that will alleviate speeding were presented
- Feedback was gathered through conversation, questionnaires, and comment forms
- Boards presented were posted on the City of Milford's website
- Overwhelming request from community was stop signs



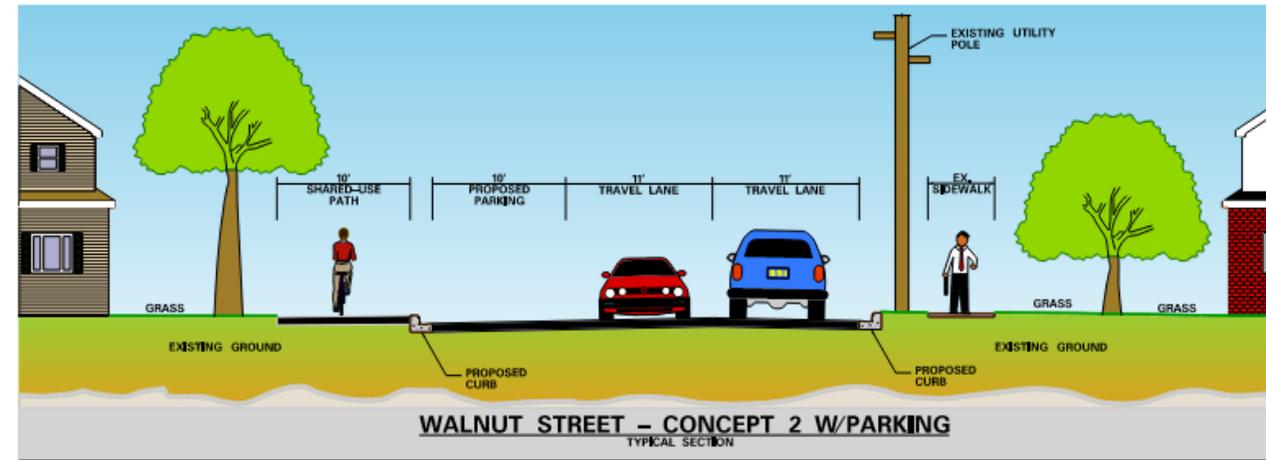
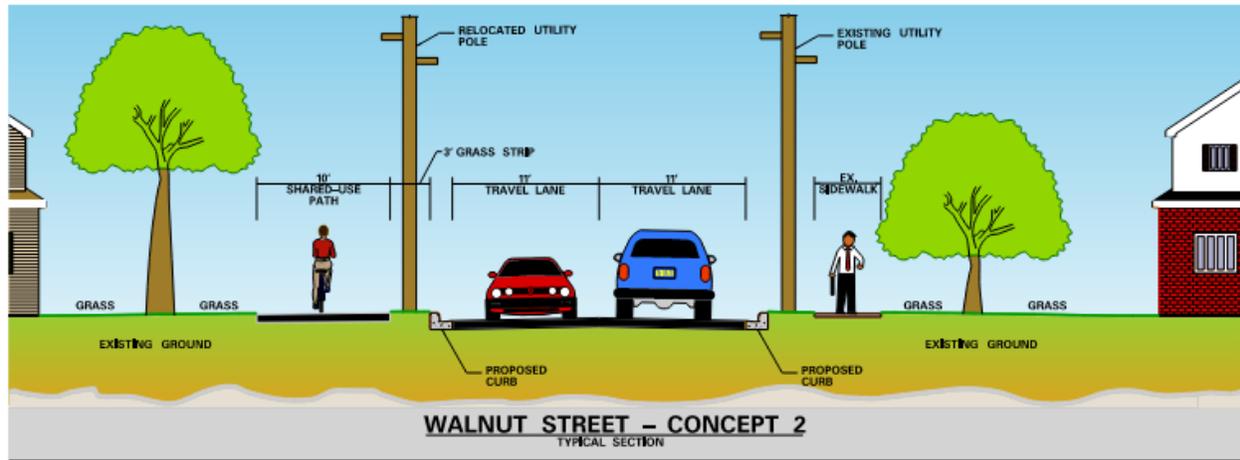
South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

First Community Workshop



South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

First Community Workshop



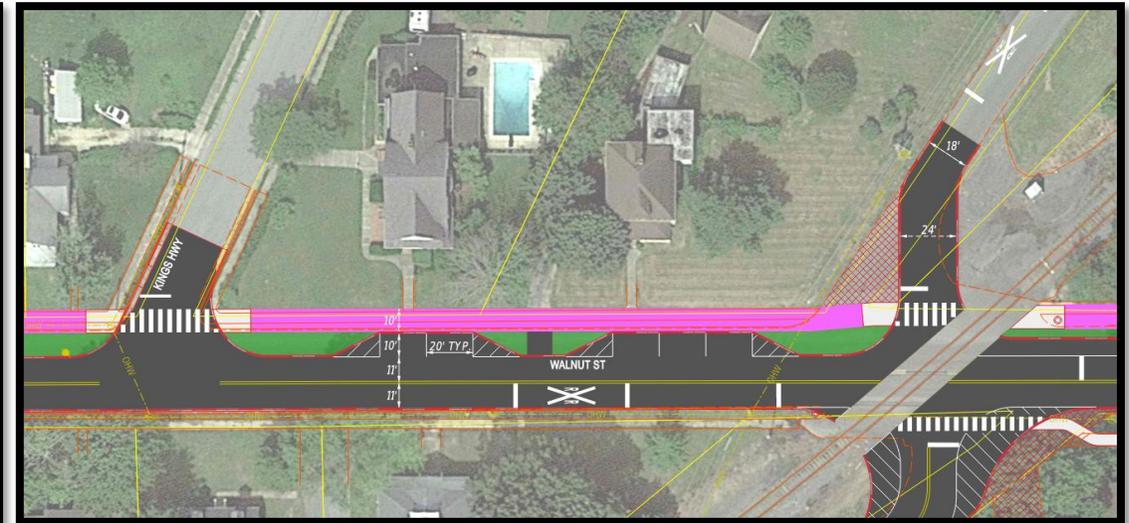
South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

First Community Workshop

Option 1



Option 2



S. Walnut Street Traffic Calming & Bike/Pedestrian Improvement Project

Comparison of Option 1 and Option 2

Bicycle Infrastructure Improvements	Adds a shared use path on southbound side of S. Walnut Street	Adds a shared use path on southbound side of S. Walnut Street
Pedestrian Infrastructure Improvements	In addition to a shared use path on southbound side of S. Walnut Street; this project completes missing sidewalk gaps on the northbound side of S. Walnut Street	In addition to a shared use path on southbound side of S. Walnut Street; this project completes missing sidewalk gaps on the northbound side of S. Walnut Street
Right of Way Impacts	Minimal to none	May require temporary construction easements and permanent easements
Parking Impacts	Removes all existing parking along S. Walnut Street	Reduces overall number of parking spaces along S. Walnut Street
Utility Impacts	No	Yes
Added Green Space	Areas where existing sidewalk is replaced with the shared use path will have some additional green space	A 3' grass buffer has been added through the project limits
Grass Buffer	No	Yes
Traffic Calming Measures	Yes: Realigned / Reconfigured Intersections, Lateral Shift of S. Walnut Street, Lane Width Reduction, and Striping / Lane Markings	Yes: Realigned / Reconfigured Intersections, Lateral Shift of S. Walnut Street, Lane Width Reduction, and Striping / Lane Markings

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Stop Sign Warrant Analysis

✓ Engineering analysis performed for a multiway Stop Sign installation

✓ Considered the following criteria

1. Crash Analysis

a) Were there 5 or more crashes in a 12-month period that are susceptible to correction by a multiway stop installation (right and left turn collisions as well as right angle collisions)?

2. Volume Analysis:

a) Major Street approach: at least 300 vehicles per hour, total for both approaches, for any 8 hours of an average day

b) Minor Street approach: Combined vehicular, pedestrian, and bicycle volumes, total for both approaches, averages at least 200 units per hour for the same 8 hours with an average delay to minor-street vehicular traffic of at least 30 seconds per vehicle during the highest hour

3. Other Criteria

a) Is there a need to control left-turn conflicts?

b) Is this intersection near an area that generates high pedestrian volumes (i.e., church, school, etc.)?

c) Is this intersection a location where a road user, after stopping, cannot see conflicting traffic and is not able to reasonably safely negotiate the intersection unless conflicting cross traffic is also required to stop?

d) Is this intersection of two residential neighborhood collector (through) streets of similar design and operating characteristics where multiway stop control would improve traffic operational characteristics of the intersection?

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Stop Sign Warrant Analysis- Crash Analysis

- Minimum number of 5 crashes in a 12-month period that are susceptible to correction by a multiway stop installation
 - Right and left turn collisions
 - Right angle collisions

S. Walnut Street and McCoy Road	S. Walnut Street and W. Clarke Avenue	S. Walnut Street and Kings Highway
0	1	1
Stop Sign Not Warranted	Stop Sign Not Warranted	Stop Sign Not Warranted

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Stop Sign Warrant Analysis- Volume Analysis

- Major and minor road approaches

Major Street: S Walnut Street
 Minor Street: McCoy Street

Orientation:
 Orientation:

ENTER TRAFFIC VOLUMES IN THE TABLE BELOW

Time	S Walnut Street			McCoy Street				
	North	South	Total	East	West	Pedestrians	Bicycles	Total
6 - 7 AM	82	181	263	0	109	0	0	109
7 - 8 AM	82	181	263	0	109	0	0	109
8 - 9 AM	41	112	153	0	80	0	0	80
9 - 10 AM	50	143	193	0	104	0	0	104
10 - 11 AM	50	143	193	0	104	0	0	104
11 AM - 12 PM	59	174	233	0	128	0	0	128
12 - 1 PM	64	162	226	0	114	0	0	114
1 - 2 PM	56	185	241	0	98	0	0	98
2 - 3 PM	66	216	282	0	116	0	0	116
3 - 4 PM	76	246	322	0	133	0	0	133
4 - 5 PM	66	250	316	0	165	0	0	165
5 - 6 PM	14	187	201	0	133	0	0	133

Condition C.1 and C.2
 A minimum of vehicles per hour required on the major street and
 A minimum of units per hour required on the minor street
 A total of hours meet conditions C.1 and C.2

NOT WARRANTED

Major Street: S Walnut Street
 Minor Street: Clarke Avenue

Orientation:
 Orientation:

ENTER TRAFFIC VOLUMES IN THE TABLE BELOW

Time	S Walnut Street			Clarke Avenue				
	North	South	Total	East	West	Pedestrians	Bicycles	Total
6 - 7 AM	173	120	293	35	25	0	0	60
7 - 8 AM	173	120	293	35	25	0	0	60
8 - 9 AM	157	135	292	28	14	0	0	42
9 - 10 AM	146	142	288	28	17	0	0	45
10 - 11 AM	146	142	288	28	17	0	0	45
11 AM - 12 PM	134	149	283	28	20	0	0	48
12 - 1 PM	135	161	296	50	15	0	0	65
1 - 2 PM	141	164	305	40	32	0	0	72
2 - 3 PM	156	188	343	42	37	0	0	78
3 - 4 PM	170	211	381	43	41	0	0	84
4 - 5 PM	171	203	374	35	42	0	0	77
5 - 6 PM	171	203	374	35	42	0	0	77

Condition C.1 and C.2
 A minimum of vehicles per hour required on the major street and
 A minimum of units per hour required on the minor street
 A total of hours meet conditions C.1 and C.2

NOT WARRANTED

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Stop Sign Warrant Analysis- Volume Analysis

- Major and minor road approaches

Major Street: S Walnut Street Orientation:
 Minor Street: Kings Highway Orientation:

ENTER TRAFFIC VOLUMES IN THE TABLE BELOW

Time	S Walnut Street			Kings Highway				
	North	South	Total	East	West	Pedestrians	Bicycles	Total
6 - 7 AM	136	180	316	63	0	0	0	63
7 - 8 AM	136	180	316	63	0	0	0	63
8 - 9 AM	135	155	290	46	0	0	0	46
9 - 10 AM	130	138	268	50	0	0	0	50
10 - 11 AM	130	138	268	50	0	0	0	50
11 AM - 12 PM	124	121	245	54	0	0	0	54
12 - 1 PM	144	141	285	43	0	0	0	43
1 - 2 PM	131	127	258	59	0	0	0	59
2 - 3 PM	156	144	300	64	0	0	0	64
3 - 4 PM	180	161	341	69	0	0	0	69
4 - 5 PM	181	168	349	68	0	0	0	68
5 - 6 PM	173	176	349	61	0	0	0	61

Condition C.1 and C.2

A minimum of	300	vehicles per hour required on the major street and
A minimum of	200	units per hour required on the minor street
A total of	0	hours meet conditions C.1 and C.2

NOT WARRANTED

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Stop Sign Warrant Analysis- Other Criteria

Other criteria that may be considered in a stop sign warrant analysis include:

- The need to control left-turn conflicts
- The need to control vehicle/pedestrian conflicts near locations that generate high pedestrian volumes
- Locations where a road user, after stopping, cannot see conflicting traffic and is not able to reasonably/safely negotiate the intersection unless conflicting cross traffic is also required to stop
- An intersection of two residential neighborhood collector (through) streets of similar design and operating characteristics where multiway stop control would improve traffic operational characteristics of the intersection

S. Walnut Street and McCoy Road - NOT WARRANTED

S. Walnut Street and W. Clarke Avenue – NOT WARRANTED

S. Walnut Street and Kings Highway – NOT WARRANTED

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Stop Sign Warrant Analysis

- What happens if a Stop Sign is installed when not warranted?
 - Results in poor compliance by motorists
 - More aggressive/abrupt motorists behaviors to recover “lost time”
 - Queues backing up at the Kings Highway approach of N. Walnut St. could extend back to railroad tracks
- What can be implemented to slow traffic if a Stop Sign is not installed?
 - Traffic calming measures
 - Narrowing lanes and introducing roadway curves
 - Speed enforcement by police officers

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Second Community Workshop

April 4, 2023

- Milford City Hall
- Advertised through City of Milford and Dover/Kent MPO
- 27 attendees
- Overall attendees were positive toward option 2 with revisions based on comments from the first workshop
- Main concern is over the narrowing of the road
- Presented stop sign warrant analysis

Preferred Alternative: Option 2
\$4 Million fee including:

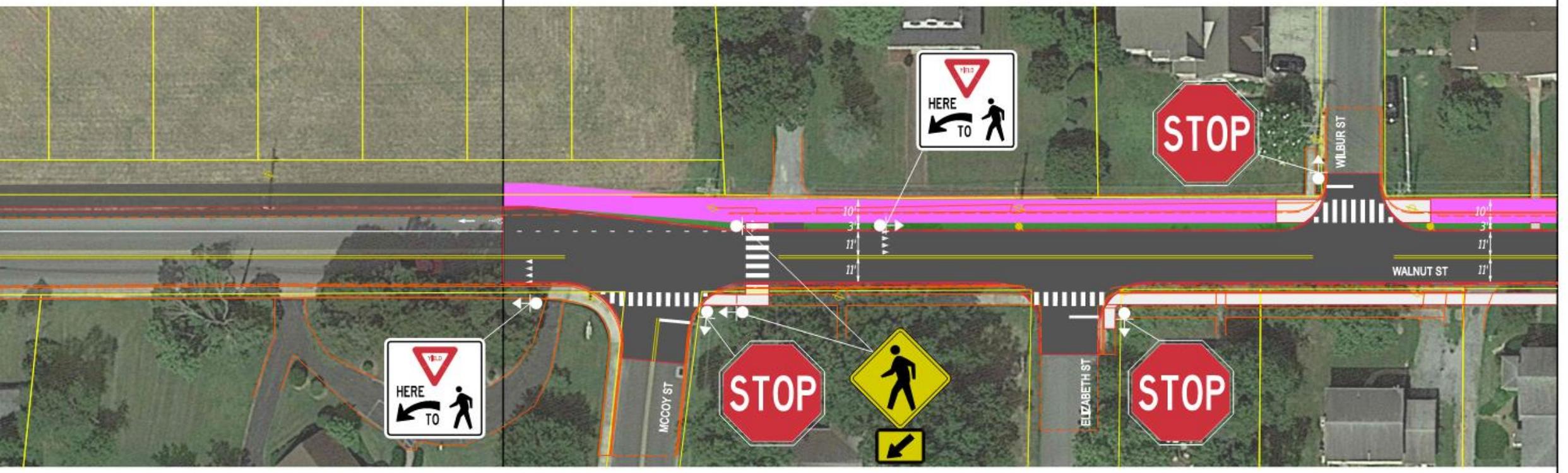
- Construction
- Contingency
- Utility relocations
- Construction engineering
- Right of way
- Preliminary engineering

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

Option 2



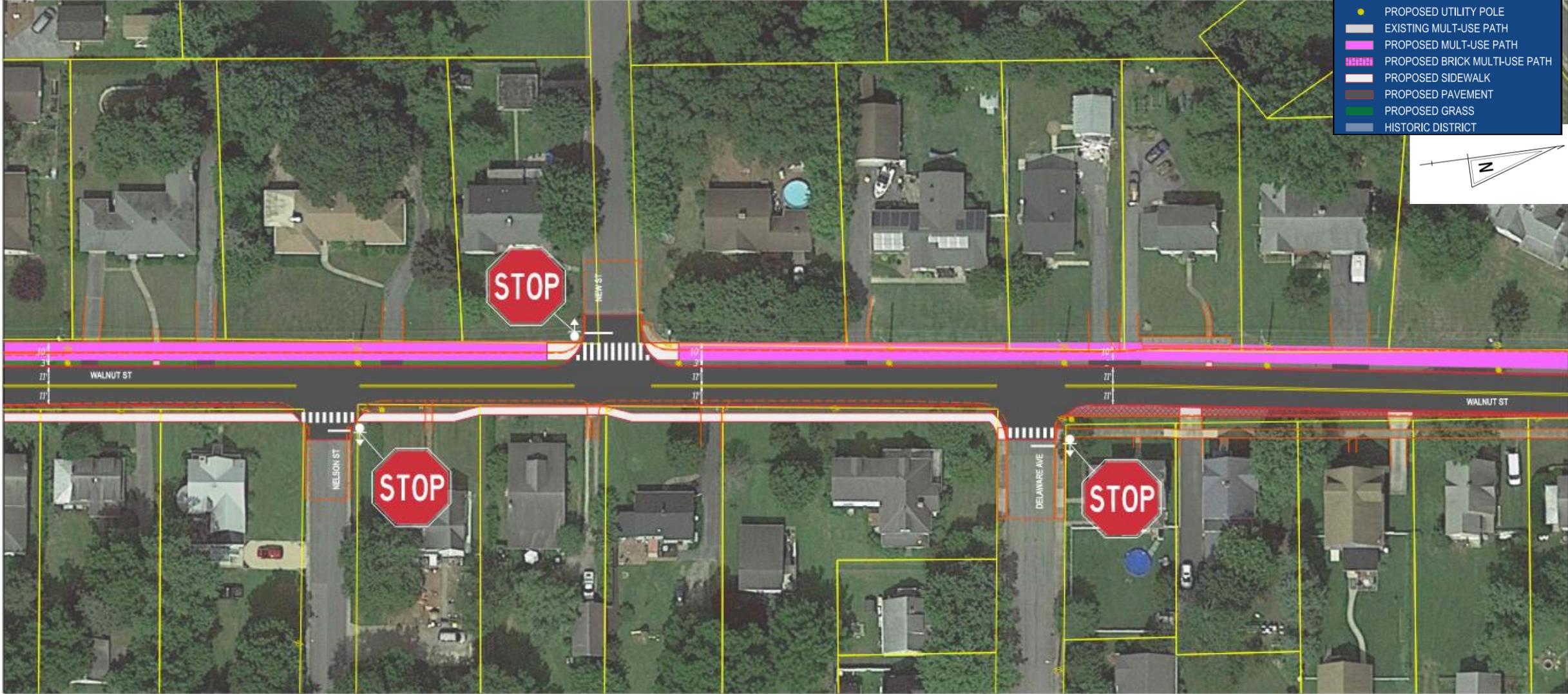
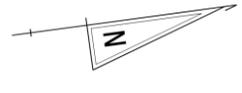
LEGEND	
	PROPERTY LINES
	EXISTING UTILITY POLE
	PROPOSED UTILITY POLE
	EXISTING MULTI-USE PATH
	PROPOSED MULTI-USE PATH
	PROPOSED BRICK MULTI-USE PATH
	PROPOSED SIDEWALK
	PROPOSED PAVEMENT
	PROPOSED GRASS
	HISTORIC DISTRICT



MATCHLINE SHEET 2

South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

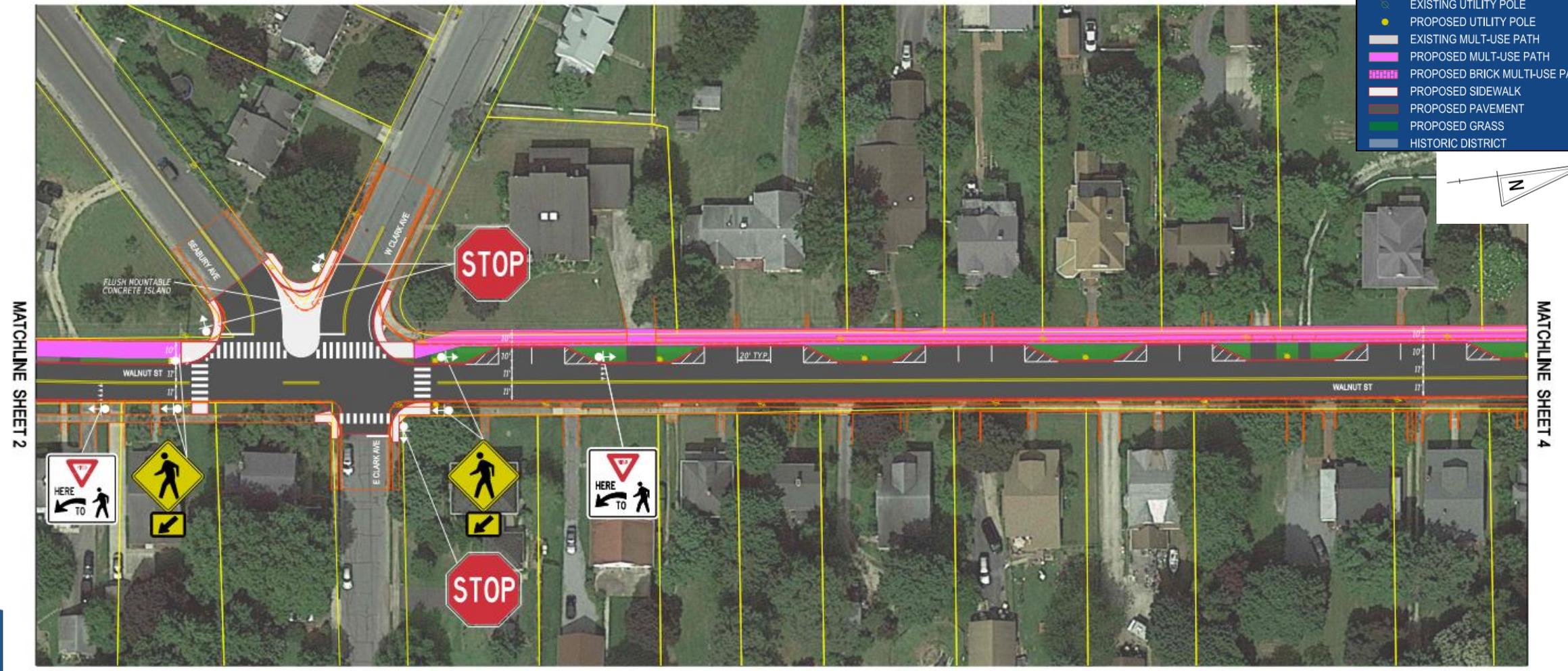
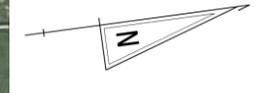
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	PROPOSED GRASS
	HISTORIC DISTRICT



South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

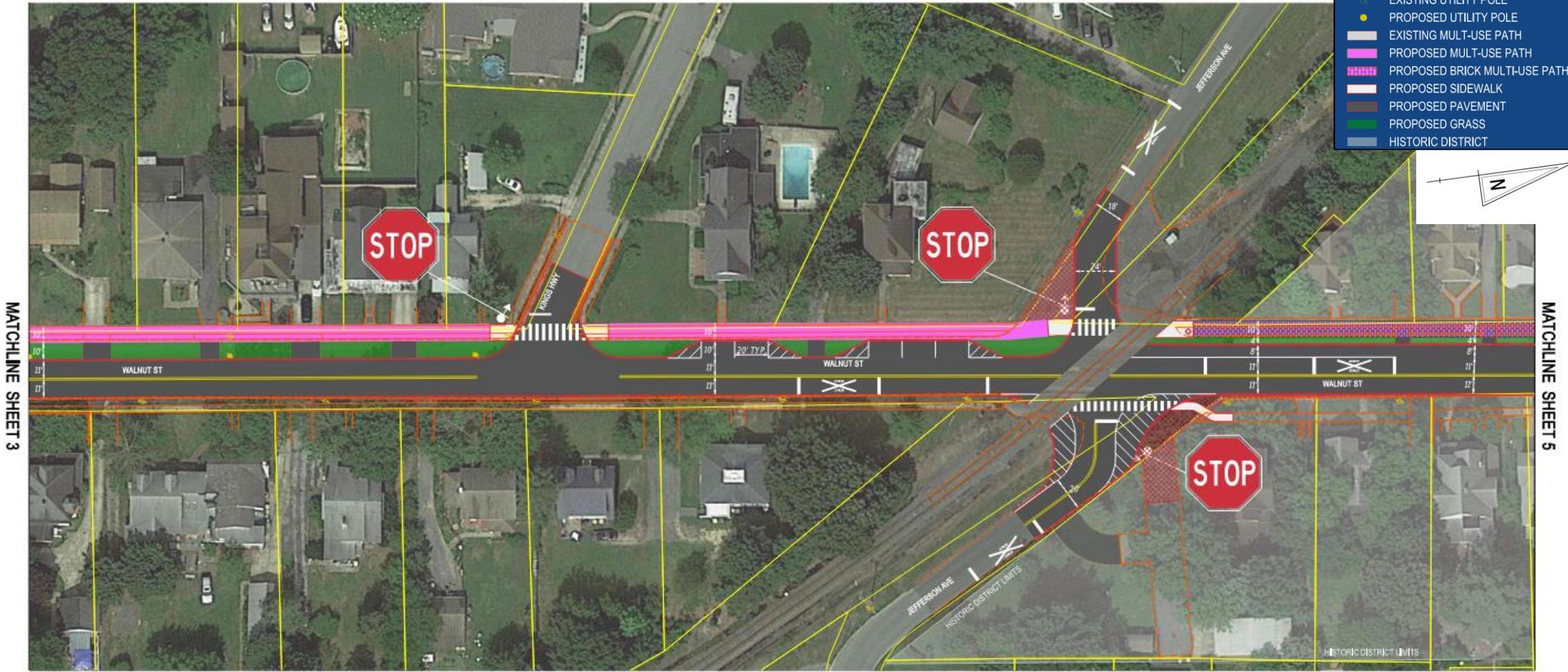
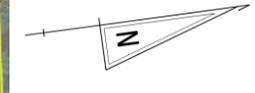
LEGEND

- PROPERTY LINES
- ⊗ EXISTING UTILITY POLE
- PROPOSED UTILITY POLE
- EXISTING MULT-USE PATH
- PROPOSED MULT-USE PATH
- PROPOSED BRICK MULT-USE PATH
- PROPOSED SIDEWALK
- PROPOSED PAVEMENT
- PROPOSED GRASS
- HISTORIC DISTRICT



South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

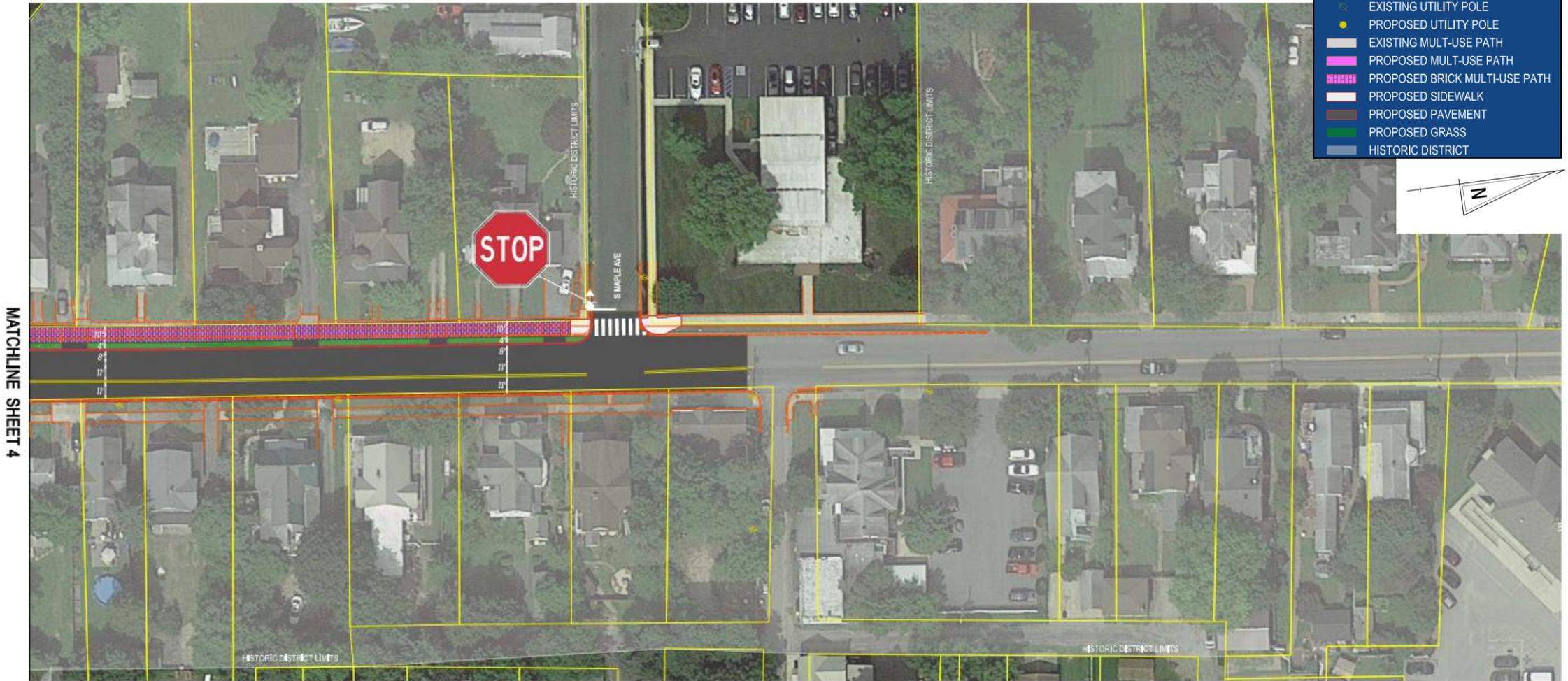
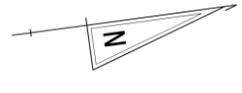
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	HISTORIC DISTRICT



South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

LEGEND

- PROPERTY LINES
- EXISTING UTILITY POLE
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- PROPOSED GRASS
- HISTORIC DISTRICT



South Walnut Street Traffic Calming and Bike/Pedestrian Improvement Project

THANK YOU!

Sonia Marichic-Goudy
Century Engineering
smarichicgoudy@kleinfelder.com



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: Milford Community Parade Bill Insert/Funding
Date: August 25, 2023

Attached for Council approval is the Milford Community Parade bill insert that is proposed to be included in the September utility bills. Cost for mailing the insert is approximately \$1200 and has been paid in the past from Council Expense budget line item.

RECOMMENDATION: Staff recommends Council approve the flyer to be included in the September utility bills and authorize \$1200 from Council Expense budget to pay for the mailing.



Support the 2023 Milford Community Parade! “The Great Outdoors”

Milford's longest running family tradition marches on Walnut Street!

Keep the tradition alive. Your sponsorship of \$20, \$40, \$50 or more will help defray the cost associated with the Milford Community Parade. And now you can include your sponsorship in a **separate check** when you mail in your electric bill. If you missed out last year, this can be your year to be included. You may also contribute at <https://milfordparade.eventbrite.com>

Here's how you can help us reach our goal of \$10,000 in sponsorships: Just write a check in the amount of your sponsorship to Milford Community Parades, Inc. and include the check in your electric bill with the bottom portion of this flyer. The City of Milford will forward your contribution to the Milford Parade Committee. Then join us on Walnut Street, Wednesday, October 18, 2023 at 6:30pm for “The Great Outdoors”. We are on Facebook at Milford Parade for fun facts and updates. Download an entry form at www.milfordparade.com. Thank you for your continued support.

YES! Keep the tradition alive---

Please accept my \$20 \$40 \$50 \$100 Campaign**

****RECEIVE A YARD SIGN FOR YOUR YARD OR WINDOW!**

Sponsorship on behalf of

individual name / family name / company name

street address

city/state/zip

check #



Please return this bottom portion and separate check with your electric bill.