

City of Milford



AGENDA

Monthly Council Meeting

June 13, 2011

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

COUNCIL MEETING - 7:00 p.m.

Call to Order - Mayor Joseph Ronnie Rogers

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

Monthly Police Report

City Manager's Report

Committee Reports - Economic Development Update & Recommendation/Chairman Grier
Economic Development Director Term & Business Survey**

Communications

Unfinished Business -

Introduction of Ordinance 2011-5/Zoning Code/Outdoor Woodburning Furnaces
Introduction of Ordinance 2011-6/Zoning Code/Recreational Vehicles

New Business -

Approval of Bid/Diesel Generator/Water Department
Water Tower Maintenance Proposal/City Engineer Mark Mallamo
Adoption of Resolution 2011-8/Hearthstone Manor/Acceptance of Public Improvements
(Phase I, Phase II & Clearview Drive)
Approval of RFP/Evaluation Services/2012 City of Milford Property Assessment
Property Tax Exempt Status Reinstatement/Mr. Wiggles LLC (Former McColley Property)
Adoption of Resolution 2011-6/Tax Appeal Hearing Scheduled
Adoption of Resolution 2011-7/Live Near Your Work Program
Introduction of Ordinance 2011-16/Sewer/Chapter 185/Extends Impact Fee Exemption
Introduction of Ordinance 2011-17/Water/Chapter 222/Extends Impact Fee Exemption
Introduction of Ordinance 2011-18/Electrical Standards/Chapter 192/Extends Impact Fee Exemption
Introduction of Ordinance 2011-19/Taxation/Chapter 204/Extends Tax Waiver Extension on Improvements
Adoption of Resolution 2011-9/Approval of City of Milford FY2011-12 Budget/Capital Plan
FY2011-2012 Police Department Budget Adjustment*
FY2011-2012 Finance Department Budget Adjustment***

Monthly Finance Report

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

Executive Session Matter

Adjourn

This agenda shall be subject to change to include additional items including executive sessions or the deletion of items including executive sessions which arise at the time of the public body's meeting.

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

CITY OF MILFORD

DELAWARE



OFFICE OF THE CHIEF OF POLICE
E. KEITH HUDSON

“THE GARDEN CITY OF TWIN COUNTIES”

400 N.E. FRONT STREET
MILFORD, DELAWARE 19963
(302)422-8081 FAX (302)424-2330

MEMORANDUM

TO: Mayor and Members of City Council

FROM: E. Keith Hudson, Chief of Police

DATE: June 8, 2011

RE: Activity Report/May 2011

=====

Monthly Stats:

A total of 704 arrests were made by the Milford Police Department during May 2011. Of these arrests, 144 were for criminal offenses and 560 for traffic violations. Criminal offenses consisted of 31 felonies and 113 misdemeanors. Traffic violations consisted of 310 Special Duty Radar, 14 Drunk-Driving charges, and 295 other.

Police officers investigated 48 accidents during the month (3 personal injury, and 45 property damage) and issued 251 written reprimands. In addition, they responded to 1315 various complaints including city requests and other agency assistance.

A total of \$10,894.13 was collected in fines during May.

No False Alarm Violation Invoices were issued during the month of May.

Monthly Activities:

Captain Brooks & I attended the Delaware Police Chiefs Conference in Rehoboth Beach on May 17th, 18th, & 19th where we attended daily seminars and met with various police supply and equipment vendors.

During the same time, Milford Police Department hosted a three-day Bicycle Certification Course. Seasonal officers were present to re-certify in preparation for their duties this summer.

The department is in receipt of its newly purchased speed monitoring trailer. The trailer comes equipped with a large message board that can be used to divert traffic at accident scenes, special events, etc. The trailer was purchased with grant funds.

The entire department was re-certified in firearms in the month of May as is required by the Council on Police Training.

Each member of the department has been issued new firearms. Our previous firearms were aged and beginning to require a great deal of maintenance. The new firearms were purchased with grant money at no cost to the City.

The department participated with the Drug Enforcement Administration in a national program that allows the public to turn in expired or unused prescription medicines for destruction. Two boxes totaling sixty pounds were collected. Milford Police Department would like to thank the public for their participation in this program.

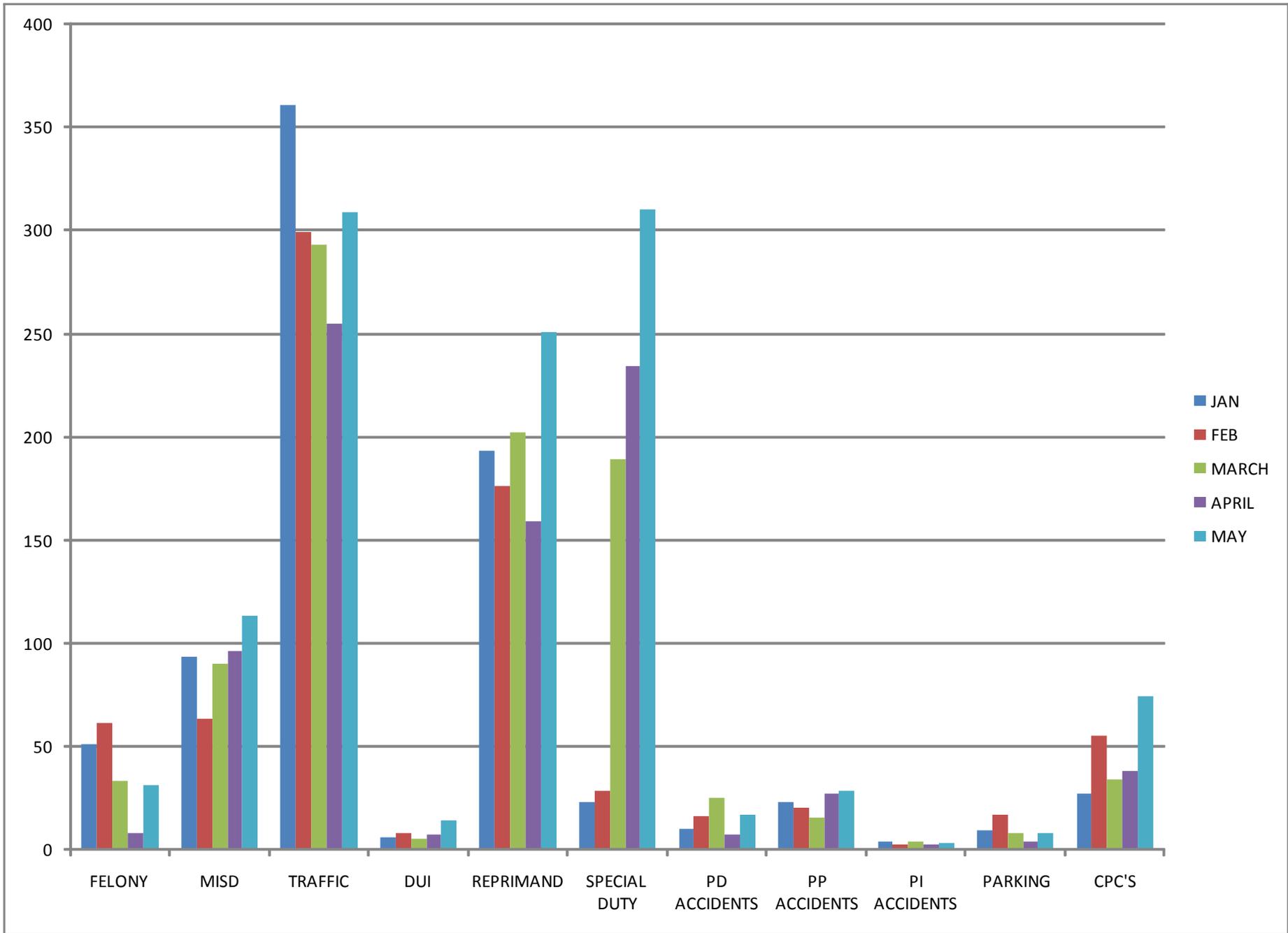
CAD - Computer Aided Dispatch Update: The department is working with New World and the State Police PSAPS (Public Safety Answering Point) to install a piece of software called CAD to CAD, which will allow the 911 centers and our dispatchers to "Send" calls for service electronically to PSAP's that handles the area. For example, a 911 call is received at KentCom for a motor vehicle collision at Route 113 and Route 14. Instead of calling here to relay the message by voice, a KentCom dispatcher can input the information into CAD at KentCom, then send the screen to Milford. It will pop up on our CAD screen as a call for service just as though we took the call ourselves. It works in reverse when we take a call from someone in the state police jurisdiction. Milford, Dover, Smyrna, Rehoboth, Seaford and DSP are all participating in this Call-Sharing software at no cost to any of the departments.

EKH

vrk

MAY ACTIVITY REPORT

	<u>MAY 2010</u>	<u>TOTAL 2010</u>	<u>MAY 2011</u>	<u>TOTAL 2011</u>
<u>Complaints</u>	1183	5543	1317	5896
<u>Criminal Arrests</u>	183	724	144	642
Felonies	57	217	31	180
Misdemeanors	126	507	113	446
<u>Traffic Arrests</u>	303	1530	560	2000
Special Duty Radar	98	268	310	797
D.W.I.	7	37	14	37
Other	179	1118	295	975
<u>Reprimands</u>	171	643	251	981
<u>Accidents</u>	39	227	48	197
Personal Injury	3	34	3	14
Property Damage	36	193	45	183
Fatal (included in PI)	1	1	0	0
<u>Parking Summons</u>	1	42	8	46
<u>Crime Prevention Checks</u>	56	193	74	225
<u>Fines Received</u>	\$4,658.70	\$36,874.09	\$10,894.13	\$47,576.84



City Manager's Report June 13, 2011

- **Solid Waste & Recycling**

In 2010, SB234 was signed into law and part of the legislation establishes diversion rates of 50% by January 1, 2015 for Municipal Solid Waste being disposed of at the landfill. The tables below compare the City's diversion rate by month with the same period of the previous year as well as year to date and annual totals.

	Solid Waste	Curbside Recycling	Igloo Recycling	Yard Waste	Total	Diversion Rate
April 2010	468.90	43.02	39.55	0	551.47	15.0%
April 2011	336.36	46.80	39.52	44.58	467.26	28.0%

	Solid Waste	Curbside Recycling	Igloo Recycling	Yard Waste	Total	Diversion Rate
2009	4,684.38	442.44	545.68	-	5672.50	17.4%
2010	4,630.47	450.12	505.82	37.49	5632.39	17.6%
2011(YTD)	1,278.29	161.77	161.63	92.59	2065.03	20.14%

- **Impact Fee Waivers**

Since the waiver of impact fees was implemented in June 2010, the City has waived \$184,874 in fees. This waiver has allowed property owners in Milford to retain this money and has helped to support a total investment of \$10,809,507 (based on building permit values) during the months of June 2010 through May 2011.

- **City Bond Issue**

On June 1, the City held a sale of the 2011 Series A Bonds totaling \$9,000,000 for our electric and sewer projects. The blended rate of interest on the new bond issue was 3.722% and on the rate discussed at the May 23 council meeting it was 4.2%. This resulted in an interest savings over the life of the bond issue of \$535,111 from what was presented on May 23rd. The 2011 Series B Bonds are scheduled to be sold on Thursday, June 16.

- **Washington Street Water Plant & Billing Office**

The City is moving forward with preparations for this project and has engaged DBF to begin the preliminary planning on the project. City Staff is working the engineers to finalize the scope of the project and to conduct interviews with our billing staff regarding space requirements for a billing office. A more detailed discussion will be held with the Public Works Committee later this month.

- **I&I Project**

As discussed at your last meeting, the revised I&I project is now out to bid and the bid opening is scheduled for Friday, June 17 at City Hall.

- **Electric Utility Rate Comparison**

See attached report from DEMEC.

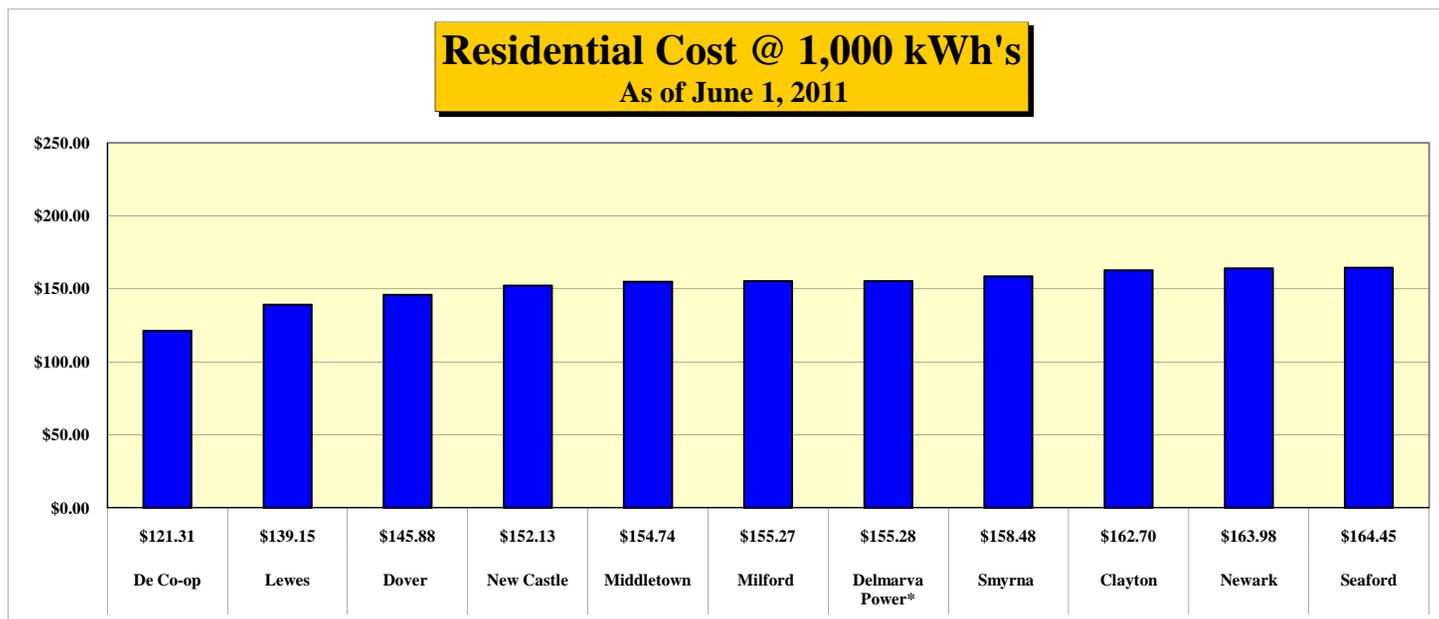
Selected Area Utilities

Summer (June - Sept.)

RESIDENTIAL RATE COMPARISON @ 1,000 kWh

		<u>% Difference</u>	<u>% Difference</u>
<u>De Co-op</u>	\$121.31	<u>0%</u>	<u>-22%</u>
<u>Lewes</u>	\$139.15	<u>15%</u>	<u>-10%</u>
<u>Dover</u>	\$145.88	<u>20%</u>	<u>-6%</u>
<u>New Castle</u>	\$152.13	<u>25%</u>	<u>-2%</u>
<u>Middletown</u>	\$154.74	<u>28%</u>	<u>0%</u>
<u>Milford</u>	\$155.27	<u>28%</u>	<u>0%</u>
<u>Delmarva Power*</u>	\$155.28	<u>28%</u>	<u>0%</u>
<u>Smyrna</u>	\$158.48	<u>31%</u>	<u>2%</u>
<u>Clayton</u>	\$162.70	<u>34%</u>	<u>5%</u>
<u>Newark</u>	\$163.98	<u>35%</u>	<u>6%</u>
<u>Seaford</u>	\$164.45	<u>36%</u>	<u>6%</u>

* Approximate. DP&L's new transmission capacity charge is based on each individual's Peak Load Contribution (PLC) to the overall transmission load. Each customer has a unique PLC that changes every January.





DELAWARE SOLID WASTE AUTHORITY

Pasquale S. Canzano, P.E., BCEE
Chief Executive Officer

Richard P. Watson, P.E., BCEE
Chief Operating Officer

Board of Directors
Richard V. Pryor
Chairman
Ronald G. McCabe
Vice Chairman
Theodore W. Ryan
Timothy P. Sheldon
Tonda L. Parks
Gerard L. Esposito
Gregory V. Moore, P.E.

May 16, 2011

Mr. David Baird
City of Milford
P.O. Box 159
Milford, DE 19963

Dear David:

Enclosed please find the City of Milford's numbers for the month of April 2011.

**April 2011
Weight in Pounds**

MARSHALL STREET			
CARD BOARD	SINGLE-STREAM	TOTAL	OIL GALLONS
3,158	56,162	59,320	350
MILFORD MIDDLE SCHOOL			
915	3,607	4,522	
MILFORD COMMONS			
1,289	13,912	15,201	

Sincerely,

Rich Von Stetten
Sr. Manager of Statewide Recycling

C:\RVS\RD correspondence\cityofmilford.doc
Attachments: City of Milford Site Totals

1128 S. Bradford Street, P.O. Box 455, Dover, Delaware 19903-0455
Phone: (302) 739-5361 Fax: (302) 739-4287

CITIZENS' RESPONSE LINE: 1-800-404-7080 www.dswa.com

CITY OF MILFORD
APRIL 2011

Date Out	Trans Num	MT Label	DT Label	Bill Acct Name	Net TN
4/1/2011	753203	2550-Single Stream R	100-Inventory	City of Milford	5.38
4/1/2011	753201	2550-Single Stream R	100-Inventory	City of Milford	6.3
4/7/2011	753834	2550-Single Stream R	100-Inventory	City of Milford	5.36
4/15/2011	754526	2550-Single Stream R	100-Inventory	City of Milford	6.38
4/15/2011	754524	2550-Single Stream R	100-Inventory	City of Milford	5.84
4/25/2011	755479	2550-Single Stream R	100-Inventory	City of Milford	5.01
4/29/2011	755934	2550-Single Stream R	100-Inventory	City of Milford	5.94
4/29/2011	755936	2550-Single Stream R	100-Inventory	City of Milford	6.59
				TOTAL	46.8

**The Milford Economic Advisory Panel
Milford, Delaware**

June 6, 2011

Mr. James Starling Sr.
713 Truitt Avenue Ext.
Milford, Delaware 19963

Dear Mr. Starling:

The Advisory Panel appreciates the ongoing support of City Council as our team continues to identify and report on the opportunities for Council's action to improve the overall economic development climate in our City.

We believe this process will allow the City of Milford and the Greater Milford Area to prosper through a growth strategy that focuses on a responsive and continuous focus on economic development. Our efforts will be laced with proactive communication to the community, designed to support a long term vision. It has become increasingly clear that a multi-discipline, dynamic approach is required to promote change and innovation across governing, corporate and private institutions. Communities that grasp these principles and the resources necessary to obtain a competitive advantage will be rewarded with the certainty of continuous economic growth.

Only bold partnerships among business, government, and the nonprofit sector can bring about the kind of change Milford seeks. A proactive Milford City government can respond to economic challenges by forging partnerships with businesses and industries. Discarding the traditional control policies and adopting an approach that creates a vibrant infrastructure supported by a responsive, efficient local government is both achievable and worthy of continued pursuit. Corporate Commons is a living example of a 'Best Practice' solution that supports economic growth.

In our opinion, the City of Milford has the unique opportunity to brand its identity as a progressive City with a vision for prosperity; one that invests in its future. It's obvious that we cannot "save our way" to success; we need to pursue a path for success. The Advisory Panel remains solidly in support of Milford's Economic Development Strategy and awaits Council's action to move our City forward.

Sincerely,

Sher Valenzuela, Chair
Milford Economic Development Advisory Panel

cc: Advisory Panel members

LETTERHEAD HERE

Milford Survey of Business Environment

- 1) What is your position/job title?
 - a) Owner ____ CEO ____ - COO ____ - Principal ____
 - b) Manager - finance ____ - marketing ____ - personnel ____
 - c) Other (please specify) _____
- 2) Type of business activity? Key Product
 - a) Agricultural products ____ _____
 - b) Manufacturing ____ _____
 - c) Retail trade ____ _____
 - d) Service Sector ____ _____
 - e) Construction ____ _____
 - f) Real Estate Development ____ _____
 - g) Other (please specify) _____
- 3) In what skill areas do you feel potential employees need training?

Rank each skill from 1 to 5 according to priority, with 1 being the highest.

 - a) Math skill ____
 - b) Reading skills ____
 - c) Technology/Science ____
 - d) Computer ____
 - e) Management skills ____
- 4) Please list in order of importance, the three factors that hinder you from expanding your business.
 - a) _____
 - b) _____
 - c) _____
- 5) Approximately how much time per year does it take you to process and receive all of the required licenses and permits that allow you to operate a business?

Number of ____ days, Too Little ____ Reasonable ____ Too Much ____
- 6) Please list, in order of importance, the three most important measures that the city government could introduce/undertake to make it easier for your business to grow.
 - a) _____

b) _____

c) _____

7) Rate each of the following on how they impact your business's ability to expand.

1 = Significant Impact, 2 = Major, 3 = Moderate, 4 = Little, 5 = No Impact

Roads ___ Electric rates ___ Water/Sewer ___ Solid Waste Disposal ___

Planning & Zoning Regulation ___ Education System ___ Crime ___

Recreation Amenities ___ Availability of Qualified Personnel _____

8) Which Milford department/office most positively impact your business? Why?

a) _____

b) _____

c) _____

9) Which are the fastest growing sectors/industries in Milford?

a) _____

b) _____

10) Which sector/industry in Milford is declining and needs Economic Development help?

a) _____

b) _____

11) What are the three most attractive business-enabling features for investors in Milford?
Why?

a) _____

b) _____

c) _____

12) What are three things you can do to contribute towards the development of the local economy/education in Milford?

a) _____

b) _____

c) _____

If you wish to be part of future communications and surveys please enter an email address

_____ We will not share this email address with anyone.

Thank you for sharing your expertise.

You're Invited to join the
Chamber of Commerce for
Greater Milford,
Milford Central Academy &
First Class Properties
At the
June Business Mixer & Expo
....."Mix-PO"

Milford Central Academy Cafeteria
1021 N. Walnut St. Milford
Thursday, June 16, 2011
4 to 8 p.m.

~~~~~  
Invite your friends & colleagues, network,  
meet the vendors, enjoy food & beverages  
& win a lot of door prizes!

For more information contact  
[milford@milfordchamber.com](mailto:milford@milfordchamber.com), 422.3344  
Fax: 302-422-7503

It is such a pleasure to work  
in a community which works  
together for the good of all.  
Thank you, City of Milford!

Pat Fisher and Ben French  
Co-Chairs

May 24, 2011

Dear Mayor Rogers,

Please accept our grateful  
thanks for the help and  
support provided by the City  
of Milford for the 54<sup>th</sup> MMH  
Fair, held on Saturday. The day  
was wonderful and we are certain  
we have met our goal of providing  
a piece of equipment for the  
dialysis unit at the hospital.



Auxiliary of  
Milford Memorial Hospital

PUBLIC NOTICE  
PLANNING COMMISSION & CITY COUNCIL PUBLIC HEARINGS  
City of Milford Zoning Code Amendment  
Ordinance 2011-5

NOTICE IS HEREBY GIVEN the Planning Commission of the City of Milford will hold a Public Hearing on an amendment to the City of Milford Zoning Code on Tuesday, June 21, 2011 at 7:00 p.m.

A FINAL PUBLIC HEARING is scheduled on Monday, June 27, 2011 at 7:00 p.m. before Milford City Council. Following the hearing, Ordinance 2011-5 may be adopted, with or without amendments.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

ORDINANCE NO. 2011-5

Chapter 230: Zoning

It is generally recognized that the types of fuel used, and the scale and duration of burning by outdoor woodburning furnaces, creates noxious and hazardous smoke, soot, fumes, odors and air pollution, can be detrimental to citizens' health, and can deprive neighboring residents of the enjoyment of their property or premises. Therefore, with the adoption of this article, it is the intention of the City of Milford to establish and impose restrictions upon the construction and operation of outdoor woodburning furnaces within the limits of the city for the purpose of securing and promoting the public health, comfort, convenience, safety, welfare and prosperity of the city and its inhabitants.

Section 1.

An Ordinance to amend the Code of the City of Milford, Chapter 230, thereof, entitled, Zoning, by defining and regulating Outdoor Woodburning Furnaces in the City of Milford.

Section 2.

Amends Article I, General Provisions, §230-4, Definitions, by adding a definition for Outdoor Woodburning Furnace.

*OUTDOOR WOODBURNING FURNACE-An accessory structure, designed and intended, through the burning of wood, for the purpose of heating the principal structure or any other site, building, or structure on the premises.*

Section 3.

Amends Article I, General Provisions, §230-4, Definitions, by adding a definition for Firewood.  
*FIREWOOD-Trunks and branches of trees and bushes, but does not include leaves, needles, vines or brush smaller than three inches in diameter.*

Section 4.

Amends Article I, General Provisions, §230-4, Definitions, by adding a definition for Stack or Chimney.

STACK or CHIMNEY-Any vertical structure enclosing a flue or flues that carry off smoke or exhaust from a solid fuel fired heating device or structure, including that part of the structure extending above a roof.

Section 5.

Amends Article VIII, Miscellaneous Provisions, §230-41, Accessory Uses, by adding a new paragraph (D) regulating Outdoor Woodburning Furnaces, to read as follows:

D. Outdoor Woodburning Furnaces

(1) Prohibited

(A) The construction and operation of outdoor woodburning furnaces is hereby prohibited within the City of Milford.

(2) Nonconforming Uses

(A) All woodburning furnaces operating within the City of Milford must be removed by the property owner from the subject premise no later than April 30, 2012. This will allow sufficient time for an alternate source of heat to be established. During the transition, such use shall conform with the following provisions:

(1) Only firewood and untreated lumber are permitted to be burned in any outdoor furnace.

(2) Wood must be stored in a neat pile no closer than five feet from side and rear property lines.

Section 6. Dates.

Introduction to City Council: 06/13/11

Planning Commission Hearing: 06/21/11

City Council Hearing: 06/27/11

Ordinance becomes effective ten days following adoption date by City Council.

Both hearings will be held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware.

The public is invited to attend and encouraged to comment on the amendment to the Zoning Code. If unable to attend, written comments will be accepted but must be submitted to the City Clerk's Office one week prior to the hearing.

A complete copy of the Code of the City of Milford is available by request through the City Clerk's Office or by accessing the official website at [cityofmilford.com](http://cityofmilford.com).

By: Terri K. Hudson, CMC

PUBLIC NOTICE  
PLANNING COMMISSION & CITY COUNCIL PUBLIC HEARINGS  
City of Milford Zoning Code Amendment  
Ordinance 2011-6

NOTICE IS HEREBY GIVEN the Planning Commission of the City of Milford will hold a Public Hearing on an amendment to the City of Milford Zoning Code on Tuesday, June 21, 2011 at 7:00 p.m.

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NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

ORDINANCE NO. 2011-6

Chapter 230: Zoning

Section 1.

An Ordinance to amend the Code of the City of Milford, Chapter 230, thereof, entitled, Zoning, by defining and regulating Recreational Vehicles in the City of Milford.

Section 2.

Amends Article I, General Provisions, §230-4, Definitions, by adding a definition for Recreational Vehicle.

RECREATIONAL VEHICLE- Any vehicle used for recreational purposes, including but not limited to, antique or classic autos, drag or race cars, motorcycles, boats, boat trailers, jet skis, campers, camper trailers, motor/mobile homes, snowmobiles, ATVs, all-terrain vehicles and utility trailers.

Section 3.

Amends Article I, General Provisions, §230-4, Definitions, by adding a definition for Vehicle Height.

VEHICLE HEIGHT - A vehicle height will be determined by measuring from the ground surface to the top of the vehicle, as stored.

Section 4.

Amends Article I, General Provisions, §230-4, Definitions, by adding a definition for Vehicle Length.

VEHICLE LENGTH - A vehicle length will be determined by the physical measurement of the outside dimension of said vehicle, i.e., a boat will be measured from the bow to the stern, a camper/motor home will be measured from bumper to bumper, a utility trailer or camper trailer will be measured front to rear excluding the trailer tongue, a boat trailer will be measured from the rear to the point of the bow support excluding the tongue.

Section 5. Amends Article IV, Off-Street Parking and Loading, §230-20 General Provisions, by inserting a new sentence at the end of Paragraph I, to read as follows:

(I) Boat, trailer, bus and van parking. In any residential district, no house trailer, camper, boat trailer, bus or boat shall be parked in the front yard. Parking is allowed in the side or rear yards five feet from the property line if it does not take up space normally occupied by an automobile. All vehicles requiring a trailer for transportation must be stored on a registered trailer.

Section 6. Amends Article VIII, Miscellaneous Provisions, §230-44, Prohibited Uses, by amending Paragraph B and inserting text, to read as follows:

B. The parking, storing or keeping of a dismantled, inoperative or discarded motor vehicle, to include, but not limited to cars, boats, boat trailers, campers, tractors or any parts thereof unless within an enclosed building. All vehicles requiring tags/registration must be valid at all times and vehicles maintained in its original configuration. All boats requiring a trailer for transportation must be stored on a registered trailer.

Section 7. Dates.

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City Council Hearing: 06/27/11

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By: Terri K. Hudson, CMC



## INVITATION TO BID

Sealed bids, in duplication for Diesel Genset: 60Hz-25.0/22.7kW will be received by the City of Milford at 201 South Walnut Street, Milford, Delaware until 10:00 a.m., local time on June 7, 2011, at which time and place publicly opened and read aloud.

Specifications are available at the City of Milford Public Works-Water Department at 180 Vickers Drive in the Greater Milford Business Park, Milford, Delaware or online at [www.cityofmilford.com](http://www.cityofmilford.com).

Bids shall be addressed to:

City of Milford  
Attn: Terri Hudson, City Clerk  
201 South Walnut St.  
Milford, DE 19963

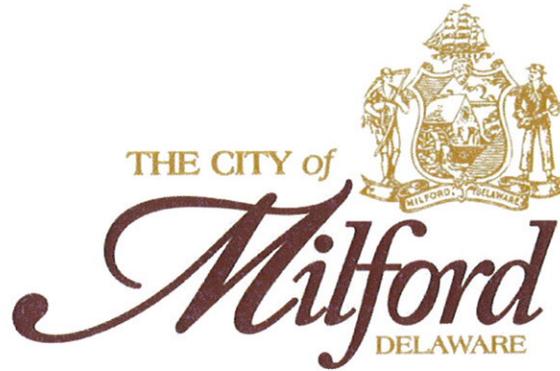
Questions should be referred to Eugene Helmick at the Water Department, (302) 422-6616, extension 112.

Bids must be clearly marked "Sealed Bid – Diesel Generator" on the outside envelope. Award of the bid will be made at the next regularly scheduled City Council meeting.

The City of Milford reserves the right to reject ANY AND ALL BIDS and to waive any informality within the bids.

The City of Milford

By: David Baird  
City Manager



ENGINEERING DEPARTMENT  
302.422.1110, FAX 302.422.1119

180 VICKERS DRIVE  
MILFORD, DE 19963

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

## **MEMORANDUM**

TO: David Baird, City Manager

FROM: Mark S. Mallamo, P.E., City Engineer 

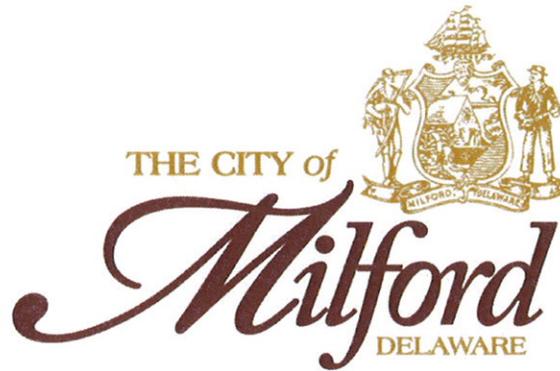
DATE: June 9, 2011

REFERENCE: Back-up Generator Wendy's Pump Station Award of Contract

Purchase of a back-up generator for the Wendy's pump station site was duly advertised and 5 bids were opened Tuesday June 7, 2011. This generator will provide sufficient electric power to run the pumps and possible future grinder, in the event of a local power interruption, thus allowing the City to continue to provide sewer service. The budget has sufficient funding available for this purchase. The bid prices are listed below.

| <b>Bidder</b>            | <b>Total</b> |
|--------------------------|--------------|
| Roy's Electric Service   | \$41,800.00  |
| Tudor Electric           | \$30,675.00  |
| Zober Contracting        | \$32,340.00  |
| Cahill Electric          | \$28,800.00  |
| First State Electric Co. | \$28,495.00  |

I have reviewed the bids and all bid requirements were met, therefore I recommend award of contract to First State Electric Co. of New Castle, for \$28,495.00.



ENGINEERING DEPARTMENT  
302.422.1110, FAX 302.422.1119

180 VICKERS DRIVE  
MILFORD, DE 19963

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

## MEMORANDUM

TO: David Baird, City Manager

FROM: Mark S. Mallamo, P.E., City Engineer 

DATE: June 9, 2011

REFERENCE: Water Tower Maintenance

A Request for Proposals for long term maintenance on the City's water towers was duly advertised. Six companies attended a mandatory pre-proposal meeting and 3 proposals were received. All three proposing firms are qualified to do this work and meet the proposal requirements; therefore a review team consisting of City staff and consultants interviewed all three proposers. I also called supplied references, specifically calling cities and towns of similar size to Milford and in our geographic region that had contracts with these companies. The references were all positive. Of particular note is the fact that all the references stated that a long term contract is the best way to handle water tower maintenance needs.

Now considering the variables in the proposed maintenance over the contract term, the evaluation team requested some alternate pricing from Southern Corrosion Inc. to get a closer comparison to the other vendors. The proposed prices of all vendors, including all alternates or options are shown in the attached table. After considerable debate and review of the proposals the team concluded that the original proposal from Southern Corrosion Inc. would best serve the long term needs of the City of Milford. This proposal provides a fixed annual fee of \$52,647.00 for the 10 year term with no inflation clause. However if the City would choose to cancel the contract early there are cancelation fees in years 2, 3, 5, 6, 7 and 10. In that case the city would reimburse Southern Corrosion Inc. for recently completed work that is covered by future annual payments.

In summary the Southern Corrosion Inc. proposal provides painting the exterior and dry interior of the 10<sup>th</sup> Street water tower in the first year and the exterior again in year 8. They will also paint Washington Street tower exterior in year 2 and again in year 9. L.D. Caulk exterior will be painted in years 3 and 10. The interior wet zones will be painted as follows; 10<sup>th</sup> Street in year 4, Washington Street in year 5 and L.D. Caulk in year 6 of the contract. Of course inspections and minor repairs are scheduled every year and the contract includes interior washouts and exterior pressure washing at appropriate intervals. Complete details are available in the attached schedule.

I recommend the City enter a 10 year contract with Southern Corrosion, Inc., for an annual fee of \$52,647.00 and a total ten year cost of \$526,470.00.

Water Tower Maintenance Pricing for 10 Year Contract

|                                      | 2011             | 2012             | 2013             | 2014             | 2015             | 2016             | 2017             | 2018             | 2019             | 2020             | 2021 Total |                |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------|----------------|
| Corrosion Control Corp.              | \$ 100,000       | \$ 150,000       | \$ 150,000       | \$ 150,000       | \$ 180,000       | \$ 150,000       | \$ 50,250        | \$ 50,250        | \$ 50,250        | \$ 50,250        | \$         | 1,081,000      |
| <b>Southern Corrosion Corp. Base</b> | <b>\$ 52,647</b> | <b>\$</b>  | <b>526,470</b> |
| Southern Corrosion Corp. Alt 1       | \$ 68,710        | \$ 68,710        | \$ 68,710        | \$ 68,710        | \$ 68,710        | \$ 68,710        | \$ 68,710        | \$ 68,710        | \$ 68,710        | \$ 68,710        | \$         | 687,100        |
| Southern Corrosion Corp. Alt 2       | \$ 70,734        | \$ 70,734        | \$ 70,734        | \$ 70,734        | \$ 70,734        | \$ 70,734        | \$ 70,734        | \$ 70,734        | \$ 70,734        | \$ 70,734        | \$         | 707,340        |
| Southern Corrosion Corp. Alt 3       | \$ 87,643        | \$ 87,643        | \$ 87,643        | \$ 87,643        | \$ 87,643        | \$ 87,643        | \$ 87,643        | \$ 87,643        | \$ 87,643        | \$ 87,643        | \$         | 876,430        |
| Utility Service Co. Inc.             |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |            |                |
| Option 1                             | \$ 88,077        | \$ 88,077        | \$ 88,077        | \$ 88,077        | \$ 88,077        | \$ 88,077        | \$ 88,077        | \$ 88,077        | \$ 88,077        | \$ 88,077        | \$ 55,483  | \$ 936,253     |
| Option 2                             | \$ 95,104        | \$ 95,104        | \$ 95,104        | \$ 95,104        | \$ 95,104        | \$ 4,110         | \$ 4,110         | \$ 4,110         | \$ 4,110         | \$ 4,110         | \$         | \$ 496,070     |
| Option 3                             | \$ 71,639        | \$ 71,639        | \$ 71,639        | \$ 71,639        | \$ 71,639        | \$ 4,110         | \$ 4,110         | \$ 4,110         | \$ 4,110         | \$ 4,110         | \$         | \$ 378,745     |

# SOUTHERN CORROSION INC.

## WATER TANK MANAGEMENT SCHEDULE

**Date:** April 20, 2011  
**Customer:** The City of Milford, DE  
**Tanks:** 500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank  
250,000 Gallon Washington Street Riveted Column Elevated Water Tank  
250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank

### Year 1 – 2011

#### 500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank

##### **1) Visual inspection and repairs uncovered through inspection.**

##### **2) Repaint Exterior:**

- a) Pressure wash all exterior surfaces using 4,000 psi pressure washers or higher.
- b) Clean all rusted and paint failed areas using hand and power tools in accordance with SSPC surface preparation methods #2 & #3.
- c) Prime coat all bare metal surfaces with an epoxy-mastic primer applied at 2.5 to 3.5 mils dry film thickness.
- d) Apply two(2) full finish coats of an acrylic gloss finish to all exterior surfaces applied at 1.5 to 2.5 mils dry film thickness per coat.
- e) Apply new tank lettering and sign as directed by the Town of Milford.

##### **3) Repaint Interior Dry Area:**

- a) Abrasive blast all rusted areas to bare metal in accordance with SSPC surface preparation method #6, commercial grade. All remaining interior dry surfaces will be brush blasted in accordance with SSPC surface preparation #7, brush blast.
- b) Apply two (2) full coats of epoxy paint to all interior dry surfaces at 2.5 to 3.5 mils dry film thickness per coat.
- c) Test abrasive blast debris for the 8 RCRA heavy metals using the TCLP Method.
- d) Dispose of abrasive blast debris in accordance with Federal, State, and Local regulations.

##### **4) Touch up paint Interior Wet Area:**

- a) Clean all rusted areas above the water line and in reach of interior ladder using hand tools in accordance with SSPC surface preparation method #2.
- b) Apply a spot coat of Aquatapoxy A-6 epoxy to all bare metal surfaces at 8 mils dry film thickness.

##### **5) Repairs & Modifications:**

- a) Install a new stainless steel screen on the vent area located around the exterior of the roof access tube. (Photo 1)
- b) Repair three (3) small holes in the weld seam at the top of the interior dry area access tube by welding over the area. (Photo 2)
- c) Install a new lock on the roof manway. (Photo 3)

### 250,000 Gallon Washington Street Riveted Column Elevated Tank

1) Visual inspection and repairs uncovered through inspection.

2) Repairs & Modifications:

- a) Furnish and Install an 8' ladder gate to help prevent unauthorized access to the tank. (Photo 4)
- b) Install cable safety climb devices to the exterior column and shell ladders. The system will include a detachable cable sleeve and safety harness. (Photo 4 & 5)
- c) Furnish and install a new stainless steel screen on the roof vent. (Photo 6)

### 250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank

1) Visual inspection and repairs uncovered through inspection.

2) Repairs & Modifications:

- a) Install a new lock on the roof manway. (Photo 7)

## Year 2 - 2012

### 500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank

1) Visual inspection and repairs uncovered through inspection.

### 250,000 Gallon Washington Street Riveted Column Elevated Tank

1) Visual inspection and repairs uncovered through inspection.

2) Repaint Exterior:

- a) Pressure wash all exterior surfaces using 4,000 psi pressure washers or higher.
- b) Clean all rusted and paint failed areas using hand and power tools in accordance with SSPC surface preparation methods #2 & #3.
- c) Prime coat all bare metal surfaces with an epoxy-mastic primer applied at 2.5 to 3.5 mils dry film thickness.
- d) Apply two(2) full finish coats of an acrylic gloss finish to all exterior surfaces applied at 1.5 to 2.5 mils dry film thickness per coat.
- e) Apply new tank lettering and sign as directed by the Town of Milford.

3) Repairs & Modifications:

- a) Furnish and install a new standard AWWA 24" hinged roof manway with lockable hasp located 180 degrees from the current bolted roof manway in order to improve access and ventilation to the interior, to be reviewed and certified by a Delaware Registered Professional Engineer.
- b) Install a new lock on the roof manway.
- c) Install a new carbon steel ladder that meets OSHA's current design requirements to the exterior shell of the tank from the catwalk area to the roof knuckle at the location of the new roof manway.
- d) Permanently attach the revolving roof ladder at the location of the new shell ladder. (Photo 8)

- e) Install a cable safety climb device to the roof ladder and new exterior shell ladder.
- f) Install a new gasket to seal off the existing roof hatch, so it may be used as an additional vent when work is performed on the interior wet area. (Photo 9)

**250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**Year 3 - 2013**

**500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**250,000 Gallon Washington Street Riveted Column Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

- 2) Repaint Exterior:

- a) Pressure wash all exterior surfaces using 4,000 psi pressure washers or higher.
- b) Clean all rusted and paint failed areas using hand and power tools in accordance with SSPC surface preparation methods #2 & #3.
- c) Prime coat all bare metal surfaces with an epoxy-mastic primer applied at 2.5 to 3.5 mils dry film thickness.
- d) Apply two(2) full finish coats of an acrylic gloss finish to all exterior surfaces applied at 1.5 to 2.5 mils dry film thickness per coat.

**Year 4 - 2014**

**500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

- 2) Pressure Wash Exterior:

- a) Pressure wash all exterior surfaces using 4,000 psi pressure washers or higher in order to remove any accumulated mildew.

- 3) Repaint Interior Wet Area:

- a) Abrasive blast all interior wet surfaces to bare metal in accordance with SSPC surface preparation method #10, near white grade.
- b) Apply a full prime coat of epoxy that is NSF approved for contact with potable water to all interior surfaces at 4 to 5 mils dry film thickness.

- c) Apply a "stripe coat" of epoxy that is NSF approved for contact with potable water to all interior ladders and weld seams, applied using paint brushes and rollers.
- d) Apply a full finish coat of epoxy that is NSF approved for contact with potable water to all interior surfaces, applied at 4 to 5 mils dry film thickness.
- e) Caulk all unwelded roof lap seams using Sikaflex 1a polyurethane caulk.
- f) Test abrasive blast debris for the 8 RCRA heavy metals using the TCLP method.
- g) Dispose of abrasive blast debris in accordance with Federal, State, and Local regulations.
- h) Sterilize tank interior using AWWA Disinfection Method #2, spray method.

**4) Repairs & Modifications:**

- a) Remove the cathodic protection system which is no longer functional from the interior wet area of the tank. (Photo 10)

**5) Inspection Report.**

**250,000 Gallon Washington Street Riveted Column Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**Year 5 – 2015**

**500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**250,000 Gallon Washington Street Riveted Column Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**2) Repaint Interior Wet Area:**

- a) Abrasive blast all interior wet surfaces to bare metal in accordance with SSPC surface preparation method #10, near white grade.
- b) Apply a full prime coat of epoxy that is NSF approved for contact with potable water to all interior surfaces at 4 to 5 mils dry film thickness.
- c) Apply a "stripe coat" of epoxy that is NSF approved for contact with potable water to all interior ladders and weld seams, applied using paint brushes and rollers.
- d) Apply a full finish coat of epoxy that is NSF approved for contact with potable water to all interior surfaces, applied at 4 to 5 mils dry film thickness.
- e) Caulk all unwelded roof lap seams using Sikaflex 1a polyurethane caulk.
- f) Test abrasive blast debris for the 8 RCRA heavy metals using the TCLP method.
- g) Dispose of abrasive blast debris in accordance with Federal, State, and Local regulations.

h) Sterilize tank interior using AWWA Disinfection Method #2, spray method.

**3) Repairs & Modifications:**

- a) Remove and dispose of the existing interior revolving ladder. (Photo 11)
- b) Remove the cathodic protection system which is no longer functional from the interior wet area of the tank. (Photo 12)

**4) Inspection Report.**

**250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

**1) Visual inspection and repairs uncovered through inspection.**

**Year 6 – 2016**

**500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank**

**1) Visual inspection and repairs uncovered through inspection.**

**250,000 Gallon Washington Street Riveted Column Elevated Tank**

**1) Visual inspection and repairs uncovered through inspection.**

**250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

**1) Visual inspection and repairs uncovered through inspection.**

**2) Repaint Interior Wet Area:**

- a) Abrasive blast all rusted interior surfaces to bare metal in accordance with SSPC surface preparation method #10, near white grade. Abrasive blast all remaining interior surfaces in accordance with SSPC surface preparation method #7, brush blast.
- b) Apply a full prime coat of epoxy that is NSF approved for contact with potable water to all interior surfaces at 4 to 5 mils dry film thickness.
- c) Apply a "stripe coat" of epoxy that is NSF approved for contact with potable water to all ladders and weld seams, applied using paint brushes and rollers.
- d) Apply a full finish coat of epoxy that is NSF approved for contact with potable water to all interior surfaces at 4 to 5 mils dry film thickness.
- e) Caulk all unwelded roof lap seams using Sikaflex 1a polyurethane caulk.
- f) Test abrasive blast debris for the 8 RCRA heavy metals using the TCLP method.
- g) Dispose of abrasive blast debris in accordance with Federal, State, and Local regulations.
- h) Sterilize tank interior using AWWA Disinfection Method #2, spray method.

**3) Repaint Interior Dry Area:**

- a) Abrasive blast all rusted areas to bare metal in accordance with SSPC surface preparation method #6, commercial grade. All remaining interior dry surfaces will be brush blasted in accordance with SSPC surface preparation #7, brush blast.

- b) Apply two (2) full coats of epoxy paint to all interior dry surfaces at 2.5 to 3.5 mils dry film thickness per coat.
- c) Test abrasive blast debris for the 8 RCRA heavy metals using the TCLP Method.
- d) Dispose of abrasive blast debris in accordance with Federal, State, and Local regulations.

**4) Repairs & Modifications:**

- a) Remove rigging cable from interior wet area. (Photo 13)

**5) Inspection Report.**

## **Year 7 – 2017**

### **500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.**

### **250,000 Gallon Washington Street Riveted Column Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.**

### **250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.**

## **Year 8 – 2018**

### **500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.**

**2) Repaint Exterior:**

- a) Pressure wash all exterior surfaces using 4,000 psi pressure washers or higher.
- b) Clean all rusted and paint failed areas using hand and power tools in accordance with SSPC surface preparation methods #2 & #3.
- c) Prime coat all bare metal surfaces with an epoxy-mastic primer applied at 2.5 to 3.5 mils dry film thickness.
- d) Apply one(1) full finish coat of an acrylic gloss finish to all exterior surfaces applied at 1.5 to 2.5 mils dry film thickness per coat.
- e) Apply tank lettering and sign as is currently existing on the tank.

**3) Wash-out tank interior:**

- a) Wash-out tank interior to remove accumulated sediment using 4,000 psi pressure washers or higher.
- b) Sterilize the tank interior using AWWA Disinfection Method #2, spray method.

**4) Inspection report.**

**250,000 Gallon Washington Street Riveted Column Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**Year 9 – 2019**

**500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**250,000 Gallon Washington Street Riveted Column Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.
- 2) Repaint Exterior:
  - a) Pressure wash all exterior surfaces using 4,000 psi pressure washers or higher.
  - b) Clean all rusted and paint failed areas using hand and power tools in accordance with SSPC surface preparation methods #2 & #3.
  - c) Prime coat all bare metal surfaces with an epoxy-mastic primer applied at 2.5 to 3.5 mils dry film thickness.
  - d) Apply two(2) full finish coats of an acrylic gloss finish to all exterior surfaces applied at 1.5 to 2.5 mils dry film thickness per coat.
  - e) Apply tank lettering and sign as is currently existing on the tank.
- 3) Wash-out tank interior:
  - a) Wash-out tank interior to remove accumulated sediment using 4,000 psi pressure washers or higher.
  - b) Sterilize the tank interior using AWWA Disinfection Method #2, spray method.
- 4) Inspection report.

**250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

**Year 10 – 2020**

**500,000 Gallon 10<sup>th</sup> Street Water Spheroid Elevated Tank**

- 1) Visual inspection and repairs uncovered through inspection.

## **250,000 Gallon Washington Street Riveted Column Elevated Tank**

**1) Visual inspection and repairs uncovered through inspection.**

## **250,000 Gallon LD Caulk Plant Water Spheroid Elevated Tank**

**1) Visual inspection and repairs uncovered through inspection.**

**2) Repaint Exterior:**

- a) Pressure wash all exterior surfaces using 4,000 psi pressure washers or higher.
- b) Clean all rusted and paint failed areas using hand and power tools in accordance with SSPC surface preparation methods #2 & #3.
- c) Prime coat all bare metal surfaces with an epoxy-mastic primer applied at 2.5 to 3.5 mils dry film thickness.
- d) Apply two(2) full finish coats of an acrylic gloss finish to all exterior surfaces applied at 1.5 to 2.5 mils dry film thickness per coat.
- e) Apply tank lettering and sign as is currently existing on the tank.

**3) Wash-out tank interior:**

- a) Wash-out tank interior to remove accumulated sediment using 4,000 psi pressure washers or higher.
- b) Sterilize the tank interior using AWWA Disinfection Method #2, spray method.

**4) Inspection report.**

## **PRICING & TERMS**

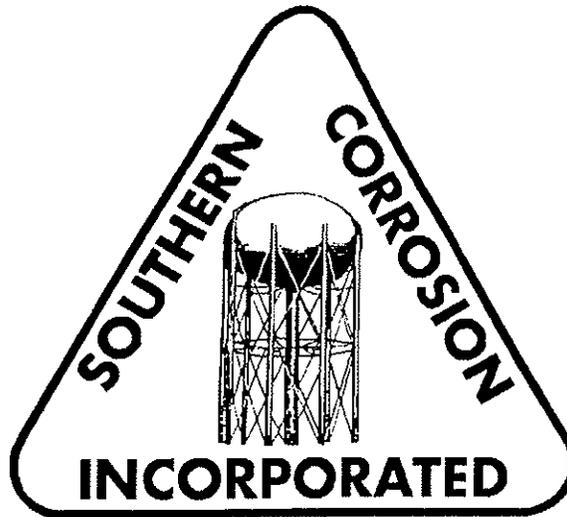
Necessary repair of any coatings or appurtenances noted during our inspections will be added to our service schedule at no additional cost. These necessary repairs include paint failed areas and areas of corrosion. If the coating is continuing to protect the steel from corrosion, paint repair is not necessary. The definition of paint failure does not include loss of gloss, color fading, mildew, discoloration, or any other defects that are aesthetic.

Emergency service will apply during the entire period. We will guarantee a 24 hour response time. Corrective maintenance noted during our inspections will be added to our schedule at no added expense. Our annual premium for the 10 years of the service is fixed at \$52,647.00 per year with no increases. This premium amount is firm and will not be changed due to price inflation.

Because the value of the work performed in certain years of the service exceeds the value of the the annual premium for that year and of subsequent years as well, the following additional payments will be due should the following years be cancelled:

If the 2<sup>nd</sup> year of the service is cancelled, an additional \$10,564.00 will be due.  
If the 3<sup>rd</sup> year of the service is cancelled, an additional \$13,777.00 will be due.  
If the 5<sup>th</sup> year of the service is cancelled, an additional \$16,958.00 will be due.  
If the 6<sup>th</sup> year of the service is cancelled, an additional \$37,543.00 will be due.  
If the 7<sup>th</sup> year of the service is cancelled, an additional \$43,734.00 will be due.  
If the 10<sup>th</sup> year of the service is cancelled, an additional \$8,388.00 will be due.

Each year represents a 12 month period beginning with the effective date of the contract, rather than the actual calendar year. The Owner will be given the opportunity to schedule the yearly work at any time during the 12 month period that represents the contract term. The annual premium is due within 30 days of the contract date. Premiums quoted are firm for 60 days.



## WATER TANK MANAGEMENT AGREEMENT

This Agreement made and entered into as of the Effective Date: \_\_\_\_\_, by and between SOUTHERN CORROSION, INC., a North Carolina corporation, having its principal office at 738 Thelma Rd, Roanoke Rapids, North Carolina, (hereinafter referred to as "Southern Corrosion") and The City of Milford Delaware, 201 South Walnut Street, Milford, DE 19963 (hereinafter referred to as the "Owner"):

### WITNESSETH:

The Owner desires that Southern Corrosion perform certain maintenance service on the water tanks known as the 500,000 Gallon 10<sup>th</sup> Street Tower, the 250,000 Gallon LD Caulk Tower, and the 250,000 Gallon Washington Street Tower as described in the proposal which is attached hereto and by reference made a part here of (the "Maintenance Services"); and

Southern Corrosion desires to perform such Maintenance Services described in said proposal selected by the Owner upon the terms and conditions set forth in this Agreement.

Now, therefore, in consideration of the mutual promises and covenants set forth herein the parties hereto agree as follow:

**1. DEFINITIONS.** For the purposes of this Agreement the following definitions shall apply:

(a) "Effective date" shall mean the date on which this Agreement, executed by the Owner, is accepted by Southern Corrosion Inc. by the execution thereof by its appropriate corporate officers at its principal office.

**2. TERMS OF MANAGEMENT AGREEMENT.** The initial term of this Agreement shall be for a period of twelve (12) months commencing on the Effective Date, unless otherwise terminated or canceled as provided in Paragraph 7. The initial term shall be automatically extended successive additional periods of twelve (12) months each unless the Owner notifies Southern Corrosion in writing sixty (60) days prior to the expiration of the then existing term that it does not extend this Agreement.

**3. PERFORMANCE OF MAINTENANCE SERVICES.** Southern Corrosion shall perform the Maintenance Services selected by the Owner and described in proposal attached hereto and by reference made a part hereof.

**4. CHARGES.** The Owner shall pay Southern Corrosion charges for Maintenance Services selected by Owner as set forth on the proposal attached hereto and by reference made a part hereof. All charges shall be due and payable upon receipt of Southern Corrosion's invoice thereof.

**5. REPRESENTATIONS BY THE OWNER.** The Owner hereby makes the following representations and warranties:

(a) The Owner has full power and lawful authority to execute and deliver this Agreement and to consummate and perform the transactions contemplated hereby. This Agreement constitutes the valid obligation of the Owner legally binding upon the Owner and enforceable against the Owner in accordance with its terms.

**6. REPRESENTATIONS BY SOUTHERN CORROSION.** Southern Corrosion represents and warrants to Owner all of which represents and warranties that:

(a) That Southern Corrosion is fully authorized to enter into this Management Agreement. Southern Corrosion has full corporate power and lawful authority to execute and deliver this Agreement and to consummate and perform the transactions contemplated hereby. This Agreement constitutes the valid obligation of Southern Corrosion legally binding upon Southern Corrosion and enforceable against Southern Corrosion in accordance with its terms.

**7. TERMINATION/CANCELLATION.** This Agreement may be terminated/canceled by Southern Corrosion if Owner is in default of any provision hereof and such default has not been cured within twenty (20) days after notice of default is given to Owner or Owner becomes insolvent or seeks protection voluntarily or involuntarily under any Bankruptcy Law.

(a) In the event of any termination/cancellation of this Agreement, Southern Corrosion may (1) declare all amounts owed to Southern Corrosion to be immediately due and payable, (2) cease performance of all Maintenance Service hereunder without liability to Owner.

(b) In the event of default hereunder, Owner agrees to pay interest at the highest legal rate on all sums due under the Agreement and all costs of collection including a reasonable attorney's fee of fifteen percent(15%) of said amount due Southern Corrosion.

(c) The foregoing rights and remedies shall be cumulative and in addition to all other rights and remedies available in law or in equity to Southern Corrosion.

**8. LIMITATION OF LIABILITY.** In no event shall Southern Corrosion be liable to Owner for indirect, special or consequential damages or lost profits arising out of or related to this Management Agreement of the performance or breach thereof even if Southern Corrosion has been advised of the possibility thereof. Southern Corrosion's liability to Owner hereunder if any, shall in no event exceed the total of the amounts Owner has paid Southern Corrosion hereunder.

**9. EXCUSABLE DELAY.** Southern Corrosion shall not be liable for any delays or failure in performance of Maintenance Services hereunder if such delays or failures are due to strikes, inclement weather, acts of god or other causes beyond Southern Corrosion's reasonable control.

**10. REGULATIONS.** Performance of the Maintenance Services is predicated on work practices, methods, and procedures legal as of the effective date. Subsequently enacted regulations that effect or alter Southern Corrosion's work practices, methods, and procedures, to perform, or add additional burdens to performance, will be grounds for renegotiating the amount

of payment originally agreed upon.

**11. GENERAL.**

(a) Notices. Notice of the breach of any covenant, warranty or other provision of the Agreement and all communications and notices provided for in this Agreement shall be deemed given when in writing, addressed to the parties at the addresses set forth below, and deposited, certified mail, postage prepaid in the United States mail:

Owner:

The City of Milford  
201 South Walnut Street  
Milford, DE 19963

Southern Corrosion Inc.  
738 Thelma Road  
Roanoke Rapids, NC 27870

(b) Assignment. This Agreement may not be assigned by either party without the prior written consent of the other party, which consent by either party shall not be unreasonably withheld.

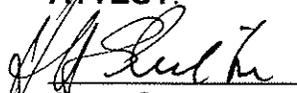
(c) Governing Law. This Agreement shall be construed in accordance with the laws of the State of Delaware.

(d) Entire Agreement. This Agreement is an integrated document and contains the entire agreement between the parties. No modifications, extensions, or waiver of this Agreement or any of the provisions hereof, nor any representation, promise or condition relating to the Agreement shall be binding upon the parties hereto unless made in writing and signed by the parties hereto.

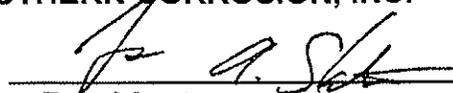
(e) Binding effects. The provisions of this Agreement shall bind and inure to the benefit of Southern Corrosion and the Owner, and their successors, legal representatives and assigns.

IN WITNESS WHEREOF the parties have hereto executed this Agreement in the manner provided by Law, this the day and year first above written.

**ATTEST:**

  
Asst. Secretary

**SOUTHERN CORROSION, INC.**

BY:   
President

**(Corporate Seal)**

**ATTEST:**

**The City of Milford, Delaware**

\_\_\_\_\_

BY: \_\_\_\_\_



April 29, 2011

Mr. David Baird  
Milford City Manager  
201 S. Walnut Street  
Milford De. 19963

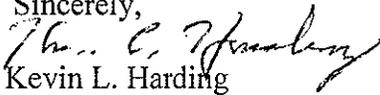
Mr. Baird

This letter is a formal request from Key Property Group to complete the dedication of Hearthstone Manor Phases I & II.

After meeting with the Brad Denney, and Mark Mallamo we believe that we have met all the requirements from the City to move forward with the dedication of the following.

All of Phase I & II of Hearthstone Manor to include Hickory Branch Lane in its entirety, Kingston Terrace in its entirety, Homestead Blvd from Wilkins Road to the end of Phase I, where the final paving ends. Clearview Dr. where the final paving is in place, with the remainder of Clearview Dr. to be dedicated at the time of final paving (which we anticipated will be May or June of 2011).

In addition to the areas mentioned above we would also like to include in this dedication all utilities that are currently in operation, which would include the sewer, water, and electric systems up to the individual lots, and/or multi-family units

Sincerely,  
  
Kevin L. Harding  
Director of Site Operations

cc: Elmer Fannin, President- KPG  
Mike Fannie, President CLH  
Mayor Ronnie Rogers  
Director Public Works Brad Dennehy  
City Engineer, Mark Mallamo  
Councilman, Garrett Grier  
Councilman, Steven Johnson



ENGINEERING DEPARTMENT  
302.422.1110, FAX 302.422.1119

180 VICKERS DRIVE  
MILFORD, DE 19963

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

## **MEMORANDUM**

TO: David Baird, City Manager

FROM: Mark S. Mallamo, P.E., City Engineer 

DATE: May 18, 2011

REFERENCE: Hearthstone Dedication Phase 1, Phase 2 and Clearview Drive

I have received a written request from Key Properties Group, LLC, the developer of Hearthstone Manor subdivision, for the dedication of Phase 1 and Phase 2 of the project. However the original phase lines do not exactly match the areas of the subdivision that are completed and occupied. For example all of Kingston Terrace is complete and extends beyond the Phase 2 line on the original maps. Therefore Brad Dennehy and I have had several meetings with the developer to determine the limits of streets and utilities that may be dedicated for the mutual benefit of the City, the residents of Hearthstone Manor and the developer. The proposed dedication limits for streets are as follows, Phase I & II of Hearthstone Manor including Hickory Branch Lane, Kingston Terrace in its entirety, Homestead Blvd from Wilkins Road to the end of Phase I where the final paving ends. Clearview Dr. where the final paving is in place, with the remainder of Clearview Dr. to be dedicated at the time of final paving (which we anticipated will be May or June of 2011). The attached map highlights the limits of the streets proposed for dedication to the City.

Public utilities are also a part of this dedication and the electric, water and sewer systems that are currently in operation and have all the necessary approvals for operation are included. The City will accept for operation and maintenance the water and sewer systems, from the point where these lines enter the subdivision lands up to the water meters or sewer cleanouts serving the individual lots or multi-family units. The dedication includes all easements and rights of way necessary for access to these systems but the maintenance of the ground surface in these easements remains the responsibility of the developer, adjacent land owner, COA or HOA as may apply.

Portions of the storm water management system associated with the above named streets are also to be dedicated. The limits of City responsibility are structures such as pipes and catch basins within the street right of way, excluding swales, driveway crossing pipes and storm ponds. The excluded items remain the responsibility of the developer, home owner, COA or HOA, which ever condition may apply. It should be noted that some swales within the proposed area of dedication do not meet the standards as written in City Code Chapter 200. However these swales were constructed in accordance with the approved plans and meet the drainage performance standards of both the Sussex Conservation District and the City.

I recommend the City of Milford accept the streets, sewer and water systems as detailed above for operation and maintenance at this time. I have attached a resolution for adoption by City Council that accepts this public dedication. Please add this item to the City Council meeting agenda for June 13<sup>th</sup>, 2011.

Cc: Terri Hudson, City Clerk  
Gary Norris, City Planner  
Brad Dennehy, Public Works Director

# City of Milford



## RESOLUTION 2011-8

### ACCEPTING PUBLIC IMPROVEMENTS FOR HEARTHSTONE MANOR SUBDIVISION

WHEREAS, Chapter 200 provides that public roads and public utilities shall be accepted into the City of Milford's Street System and Public Utility System by resolution of City Council; and

WHEREAS, the City Engineer has determined that all required improvements for the Hearthstone Manor Subdivision Phase 1 and Phase 2 and roads, including portions of Clearview Drive, that extend beyond those original phase lines have been completed; and

WHEREAS, the improvements in Phase 1 and Phase 2 and that of Clearview Drive have been in service by the residents and in full operation of the City Water and Sewer Department for several years, thus exceeding the prescribed one year warranty period; and

WHEREAS, the developer has recently completed all requested repairs to the streets, sewer and water utilities, thereby allowing the maintenance bond requirement to be waived; and

WHEREAS, the streets, easements and public utilities in Phase 1 and Phase 2 of Hearthstone Manor, including Hickory Branch Lane and Kingston Terrace in their entirety, Homestead Boulevard from Wilkins Road to the end of Phase I at the point where final paving ends and the portion of Clearview Drive where final paving has been completed, are hereby dedicated for public use as shown (highlighted) on the attached map of Hearthstone Manor Subdivision; and

WHEREAS, the remainder of Clearview Drive will be dedicated at the time of final paving; and

WHEREAS, for purposes of dedication, public utilities include potable water, sanitary sewer and electric power, and such operation and maintenance for the water and sewer systems will begin at the point these lines enter into the subdivision and extend to the water meters and/or sewer cleanouts serving individual lots or multi-family units; and

WHEREAS, the operation and maintenance for electric power utility will begin at the point it enters into the subdivision and extends to the meters for single family and multi-family units two stories or less in height; and

WHEREAS, city maintenance will end at the transformer(s) of residential units three or more stories in height and at any commercial service; and

WHEREAS, for purposes of dedication, public improvements shall include the stormwater infrastructure crossing city streets and extending to the storm water management ponds, including catch basins within the right of ways, but excluding all open swales; and

WHEREAS, the stormwater management ponds shall remain the responsibility of the Hearthstone developer, until such time the Homeowners' Association or Condominium Association accepts said responsibility; and

WHEREAS, the maintenance of swales along private property, including condominium property, shall be the property owners' responsibility.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Milford during a regular session, by a favorable majority vote, accepts the streets, easements and operational public utilities, as described herein, as such streets, sewer, water and electric utilities of the Hearthstone Manor Subdivision are being dedicated for public use into the City of Milford's Street System and Public Utility System.

BE IT FURTHER RESOLVED that the City of Milford shall assume responsibility for the future maintenance and repair of the dedicated and completed streets and operational public utility systems, as described herein, in the Hearthstone Manor Subdivision.

AND BE IT FURTHER RESOLVED that the Delaware traffic laws regulating the speed of vehicles at twenty-five miles per hour in a residential district shall become applicable and the city maintenance of signs is restricted to city and state issued traffic signage; signs not meeting state standards shall remain the responsibility of the developer, Homeowners' Association or Condominium Association.

Attest: \_\_\_\_\_  
Teresa K. Hudson, City Clerk

Signed: \_\_\_\_\_  
Mayor Joseph R. Rogers

Adopted: June 13, 2011

# HEARTHSTONE MANOR AT NEW MILFORD

**SITE DATA:**

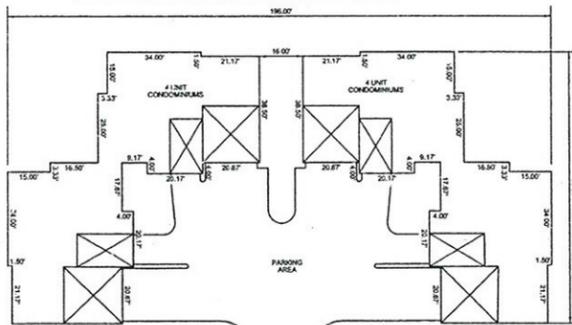
|                                 |                                                                                           |
|---------------------------------|-------------------------------------------------------------------------------------------|
| TAX MAP NUMBER                  | 3-30-11, p. 6.01 & 6.05                                                                   |
| EXISTING ZONING                 | 3-30-15, p. 84, 86, & 87                                                                  |
| EXISTING ZONING ZONING AREA     | AGRICULTURAL FELD/PHASE 1 RESIDENTIAL DEVELOPMENT                                         |
| TOTAL AREA                      | 158.065 AC.                                                                               |
| PROPOSED DENSITY                | 7.154 UNITS PER ACRE                                                                      |
| TOTAL UNITS                     | 1130 UNITS                                                                                |
| PHASE 1 (FINAL APPROVAL)        | 113 UNITS                                                                                 |
| MINIMUM LOT SIZE                | 8,000 sq. ft.                                                                             |
| MINIMUM LOT WIDTH               | 60'                                                                                       |
| MAXIMUM BUILDING HEIGHT         | 35'                                                                                       |
| <b>PHASE 1</b>                  |                                                                                           |
| SINGLE FAMILY UNITS             | 33 UNITS                                                                                  |
| MULTI-FAMILY UNITS              | 80 UNITS (20 - 4 UNIT BUILDINGS)                                                          |
| <b>FUTURE PHASES</b>            |                                                                                           |
| SINGLE FAMILY UNITS             | 145 UNITS                                                                                 |
| MULTI-FAMILY UNITS              | 672 UNITS (44 - 4 UNIT BUILDINGS / 56 - 12 UNIT BUILDINGS)                                |
| <b>BUILDING SETBACKS:</b>       |                                                                                           |
| SINGLE FAMILY                   |                                                                                           |
| FRONT YARD                      | 20'                                                                                       |
| REAR YARD                       | 25'                                                                                       |
| SIDE YARD                       | TWO SIDE YARDS WITH A MINIMUM AGGREGATE OF 16' BETWEEN HOUSES (MINIMUM TO LOT LINE OF 5') |
| MULTI-FAMILY                    |                                                                                           |
| FRONT YARD                      | 30'                                                                                       |
| SIDE YARD                       | 20'                                                                                       |
| REAR YARD                       | 25'                                                                                       |
| <b>PARKING:</b>                 |                                                                                           |
| REQUIRED                        | 2260 SPACES*                                                                              |
| PROPOSED                        | 2314 SPACES                                                                               |
| <b>OPEN SPACE:</b>              |                                                                                           |
| REQUIRED                        | 40% (63.22 AC.)                                                                           |
| PROPOSED                        | 35.2% (55.56 AC.)                                                                         |
| <b>MAXIMUM IMPERVIOUS AREA:</b> |                                                                                           |
| PROPOSED                        | 41.9% (66.20 AC.)                                                                         |

\*A WAIVER IS REQUESTED FROM ARTICLE IV, SECTION 230-21, PARAGRAPH B, THEREBY REDUCING THE REQUIRED OFF-STREET PARKING SPACES FOR THE MULTI-FAMILY UNITS FROM 7 1/2 SPACES TO 2 SPACES PER DWELLING.

Proposed Planned Unit Residential Development Provides for 1130 Units (As Adopted by the City of Milford)

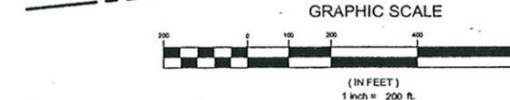
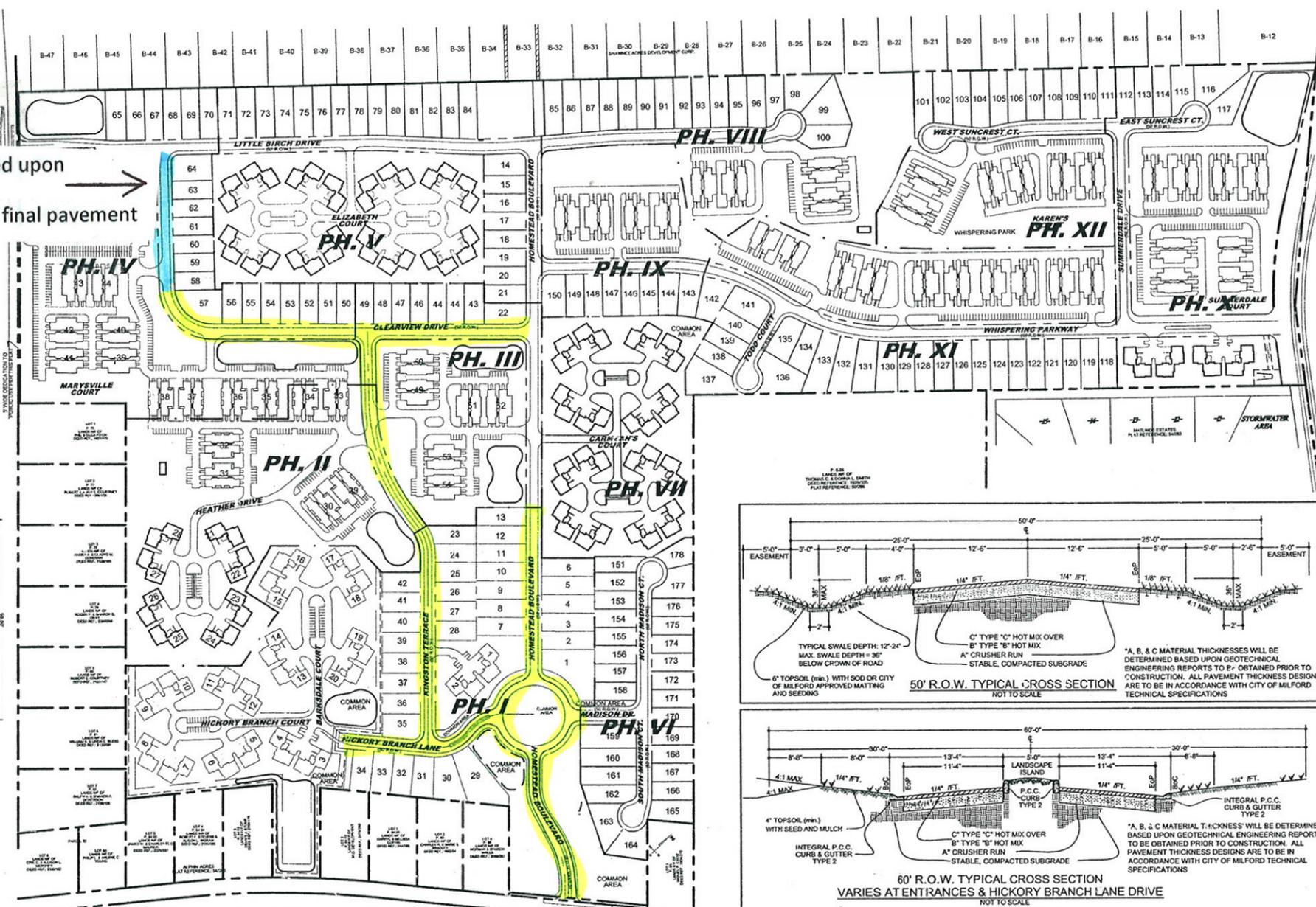
|    |                                                                                                                                    |             |
|----|------------------------------------------------------------------------------------------------------------------------------------|-------------|
| R1 | 72.33 acres<br>Less 25% (18.08)<br>54.25 Acres x 43,560 sq. feet (acre)<br>+ 10,000 sq. ft. permitted density                      | = 236 units |
| R2 | 35.66 acres<br>Less 25% (8.91)<br>26.75 Acres x 43,560 sq. feet (acre)<br>+ 4,000 sq. ft. permitted density                        | = 291 units |
| R3 | 9.51 acres<br>Less 25% (2.38)<br>7.13 Acres x 43,560 sq. feet (acre)<br>+ 37.65 acres x 16 units (garden apartments by definition) | = 603 units |

Phase I utilizes 113 of the available units



PROPOSED MULTIFAMILY BUILDING  
SCALE = 1" = 30'

- NOTES:**
- SUBDIVISION STREETS CONSTRUCTED WITHIN THE LIMITS OF THE RIGHT-OF-WAY, DEDICATED TO THE PUBLIC USE, SHOWN ON THIS PLAN FOR THE RESPECTIVE PHASE ARE TO BE MAINTAINED BY THE CITY OF MILFORD FOLLOWING COMPLETION OF THE STREETS BY THE DEVELOPER TO THE SATISFACTION OF THE CITY. THE CITY ASSUMES NO MAINTENANCE RESPONSIBILITY WITHIN THE DEDICATED RIGHT-OF-WAY UNTIL THE STREETS HAVE BEEN INSPECTED AND ACCEPTED BY THE CITY. THE FOLLOWING RIGHT-OF-WAYS OF "HOMESTEAD BOULEVARD", "HICKORY BRANCH LANE", AND PHASE I OF "NORSTON TERRACE" SHALL BE DEDICATED IMMEDIATELY UPON RECORDATION REGARDLESS OF STATUS OF DEDICATION TO THE CITY. THE MULTIFAMILY ROADS ARE PRIVATE AND WILL BE THE RESPONSIBILITY OF THE DEVELOPER UNTIL A HOME OWNERS ASSOCIATION CAN ASSUME MAINTENANCE RESPONSIBILITY. THE CITY WILL HAVE THE RIGHT TO INGRESS AND EGRESS THE MULTIFAMILY ROADS FOR THE PURPOSE OF MAINTAINING UTILITIES THAT ARE THE RESPONSIBILITY OF THE CITY OF MILFORD AND FOR TRASH REMOVAL.
  - ALL STORMWATER MANAGEMENT FACILITIES AND OPEN SPACES ARE TO BE MAINTAINED BY THE DEVELOPER UNTIL SUCH TIME AS THEY ARE TURNED OVER TO THE HOMEOWNERS ASSOCIATION; THEY ARE NOT THE RESPONSIBILITY OF THE CITY OF MILFORD.
  - BASED ON THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) FLOOD INSURANCE RATE MAP (FIRM) 100029 0050 F, MAP NUMBER 10002C0250 F, EFFECTIVE DATE: JUNE 16, 1995, THE SUBJECT PROPERTY IS LOCATED IN A ZONE X, UNSHADED, WHICH IS AN AREA DETERMINED TO BE OUTSIDE 500Y.
  - EXISTING CONTOURS SHOWN WERE TAKEN FROM A PLAN PROVIDED BY DAVIS, BOWEN & FRIEDEL, INC., DATED MAY 26, 2000 AND IS NOT THE RESULT OF AN ACTUAL FIELD SURVEY BY DESIGN CONSULTANTS GROUP, L.L.C.
  - ALL SUBDIVISION LOTS SHALL HAVE FIVE-FOOT PUBLIC UTILITY EASEMENTS ALONG LOT LINES FOR A TOTAL EASEMENT WIDTH OF AT LEAST TEN (10) FEET ALONG A LOT LINE COMMON TO TWO LOTS. TEN (10) WIDE EASEMENT ALONG FRONT PROPERTY LOT LINES WITHIN THE SUBDIVISION. EASEMENTS ALONG PERIMETER BOUNDARIES OF THE SUBDIVISION SHALL BE TEN (10) FEET IN WIDTH ON THE INTERIOR SIDE OF THE BOUNDARY. THE CITY OF MILFORD WILL BE ENTITLED TO UTILITY AND/OR DRAINAGE EASEMENTS WITHIN EACH PHASE, AS NEEDED AND WILL BE DEDICATED AND APPROVED WITH EACH PHASE APPROVAL.
  - THE CITY OF MILFORD IS TO PROVIDE WATER, SEWER, ELECTRIC AND TRASH REMOVAL. WATER, SANITARY SEWER AND UTILITIES TO TAX MAP 3-30-11-6.06 LANDS NOW OR FORMERLY THOMAS & DONNA L. SMITH FROM HEARTHSTONE MANOR AT NEW MILFORD WILL BE FROM EASEMENTS LOCATED BETWEEN LOTS 236 & 237 AND TODD COURT. ANY EASEMENTS NOT SHOWN ON SHEETS 2-7 OF THIS RECORD PLAN WILL ONLY BE DEDICATED WHEN THE UTILITY AND THE PHASE HAS BEEN CONSTRUCTED AND DEDICATED TO THE CITY OF MILFORD.
  - ALL COMMON AREAS ARE PASSIVE AND DO NOT CONTAIN ANY RECREATION EQUIPMENT.
  - MOVING OF ANY UTILITY EASEMENTS OR IMPROVEMENTS, AT THE REQUEST OF THE DEVELOPER, AND AT THE DISCRETION OF THE CITY OF MILFORD, WILL BE AT THE EXPENSE OF THE OWNER/DEVELOPER. HOMESTEAD BOULEVARD WILL BE DEDICATED, IN ITS ENTIRETY, AS PART OF THE APPROVAL OF PHASE I. SUBDIVISION STREETS CONSTRUCTED WITHIN THE LIMITS OF THE RIGHT-OF-WAY, DEDICATED TO PUBLIC USE, SHOWN ON THIS PLAN FOR THE RESPECTIVE PHASE ARE TO BE MAINTAINED BY THE CITY OF MILFORD FOLLOWING COMPLETION OF THE STREETS BY THE DEVELOPER TO THE SATISFACTION OF THE CITY. THE CITY ASSUMES NO RESPONSIBILITY WITHIN THE DEDICATED RIGHT-OF-WAY UNTIL THE STREETS HAVE BEEN INSPECTED AND ACCEPTED BY THE CITY. THE CITY OF MILFORD SHALL NOT UTILIZE ANY EASEMENTS LOCATED IN ANY ADDITIONAL PHASE UNTIL THAT PHASE HAS BEEN COMPLETED, WITHOUT THE APPROVAL OF THE DEVELOPER. THE DEVELOPER RESERVES THE RIGHT TO RELOCATE EASEMENTS, WITH THE CITY'S APPROVAL AT THE TIME OF SUBMITTAL OF INDIVIDUAL PHASES. ANY COSTS INVOLVED IN THE RELOCATING OF EASEMENTS WILL BE BORN BY THE DEVELOPER.
  - NO PLANTINGS OR IMPROVEMENTS MAY BE PLACED IN THE DEDICATED EASEMENT AREAS (EXCEPT FENCES).

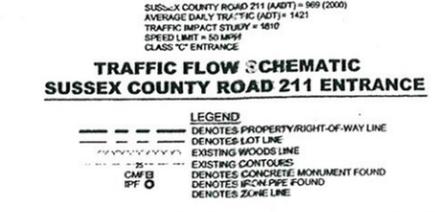
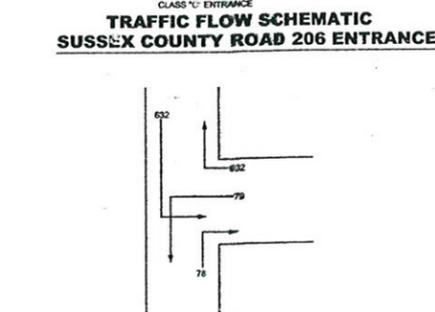
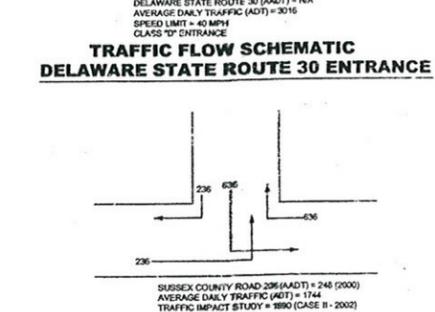
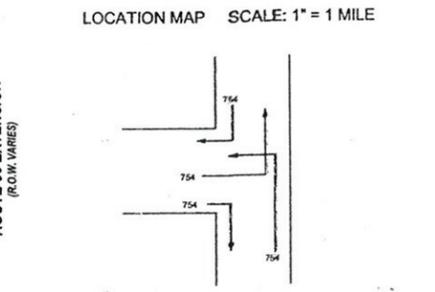
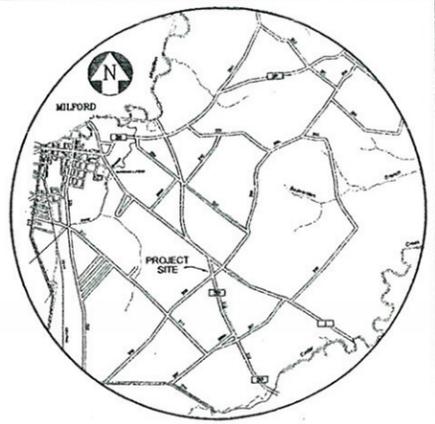
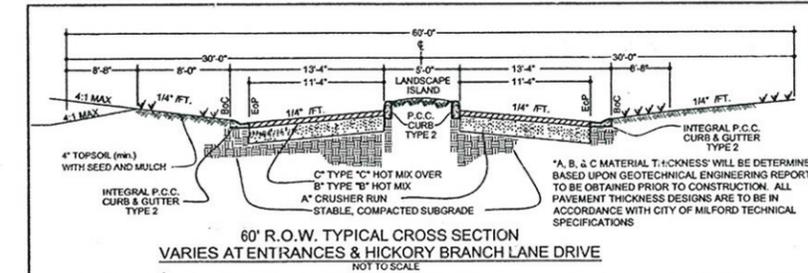
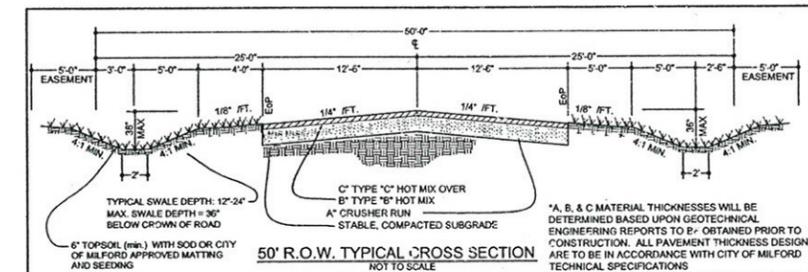


**WETLANDS CERTIFICATION:**  
I, KENNETH W. REDINGER, CERTIFY THAT THIS PROPERTY HAS BEEN EXAMINED FOR JURISDICTIONAL WETLANDS IN ACCORDANCE WITH CRITERIA FOUND IN THE 1987 U.S. ARMY CORPS OF ENGINEERS' (USACE) WETLAND DELINEATION MANUAL AND GUIDANCE DOCUMENTS RELEASED OCTOBER 7, 1991 AND MARCH 6, 1992. THE DELINEATION HERE SHOWN, IN MY BEST PROFESSIONAL JUDGEMENT, ACCURATELY DEPICTS NO JURISDICTIONAL WETLANDS PRESENT WITHIN THE PROJECT AREA.

**PROFESSIONAL CERTIFICATION:**  
I HEREBY CERTIFY THAT THIS PLAN HAS BEEN PREPARED UNDER MY SUPERVISION AND TO THE BEST OF MY KNOWLEDGE COMPLIES WITH THE APPLICABLE ORDINANCES OF THE CITY OF MILFORD AND LAWS OF THE STATE OF DELAWARE.

KENNETH W. REDINGER  
ATLANTIC RESOURCE MANAGEMENT, INC.  
3 DIVISION STREET  
ONANCOCK, VA 23047  
(757) 789-3383

ELMER FANNIN  
MG DEVELOPMENT  
14701 COASTAL HIGHWAY  
MILTON, DELAWARE 19968  
(302) 703-4142

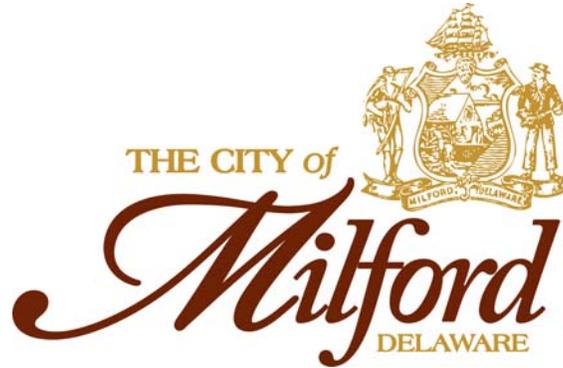


**REVISIONS**

|         |                                             |
|---------|---------------------------------------------|
| 2/1/03  | REVISED AND AMENDED BUILDING LOTS           |
| 3/2/03  | REVISED PHASE LINES                         |
| 4/15/03 | REVISED LAYOUT PER CITY OF MILFORD COMMENTS |

**DC GROUP**  
DESIGN CONSULTANTS GROUP, L.L.C.  
18072 Huff Road (302) 684-8038 dcgroup@dol.net  
Milton, DE 19968 Fax: 684-8054  
SURVEYING • ENGINEERING • LAND PLANNING

June 9, 2003



PROPERTY ASSESSMENT DEPT.  
302.424.3712, EXT 314 FAX 302.424.3559

201 SOUTH WALNUT STREET  
MILFORD, DE 19963

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

### **Proposal**

The City of Milford will receive sealed proposals on June 1, 2011 at 2:00 p.m. local time for the **REVALUATION SERVICES FOR THE 2012 ASSESSMENT FOR THE CITY OF MILFORD** The RFP must be submitted in three copies.

### **Questions**

If you have questions concerning this Request for Proposal, they must be made in writing and emailed to the Assessment Department by close of business May 20, 2011

**City of Milford**  
**John Darsney Assessor**  
**201 S Walnut St.**  
**Milford, De 19963**  
**Ph: (302)424-3712 ext 314**  
**Fax: (302)424-3559**  
[jdarsney@milford-de.gov](mailto:jdarsney@milford-de.gov)

**PROPOSALS MUST BE SUBMITTED TO THE ADDRESS BELOW BY 2:00 P.M. JUNE 1, 2011.**

**Terri Hudson**  
**City Clerk**  
**201 S Walnut St.**  
**Milford De. 19963**

The City of Milford is not responsible for delays in the delivery of the mail by the U.S. Postal Service, private couriers, or the inter office mail system. It is the sole responsibility of the Offerer to ensure that its proposal reaches the City Clerk by the designated date and hour

Proposals will be opened publicly at the time and place designated in this letter. The name of each offeror shall be read publicly and recorded. All other information contained in the proposals shall be confidential so as to avoid disclosure of contents prejudicial to competing offerors during the process of negotiation. The main purpose of the bid opening is to reveal the name(s) of the bidder(s), not to serve as a forum for determining the low bidder(s).

It is the intent of the City to award the contract within sixty (60) days of the closing date to the offeror whose proposal is determined in writing to be the most advantageous to the City. All prices must be held firm for a minimum of one-hundred-twenty (120) days from the date of opening. The proposals, summaries, and tabulations shall not be open for public inspection until after receipt of a fully executed contract.

The City of Milford reserves the right to waive technicalities, to reject any or all bids, or any portion thereof, to advertise for new proposals, to proceed to do the work otherwise, or to abandon the work, if in the best interest of the City.

In the event the contractor does not fulfill its obligations under the terms and conditions of this contract, the City of Milford may contract for an equivalent product on the open market. Any difference in cost between the contract prices herein and the price of open market product shall be the responsibility of the contractor. Under no circumstances shall monies be due the contractor in the event open market products can be obtained below contract cost. Any monies charged to the contractor may be deducted from an open invoice.

Neither the contractor nor the City of Milford shall be held liable for non-performance under the terms and conditions of this contract due, but not limited to, government restriction, strike, flood, fire, or unforeseen catastrophe beyond either party's control. Each party shall notify the other in writing of any situation that may prevent performance under the terms and conditions of this contract.

Vendors must provide references to the City of Milford upon request. Vendor references may be checked to verify the proposer's ability to perform the contract requirements, the quality of work and the ability to meet obligations.

**ENVELOPES MUST BE MARKED "REVALUATION SERVICES, FOR THE 2012 ASSESSMENT CYCLE, OPENING JUNE 1, 2011, 2:00 P.M."** No faxed bid will be accepted. Failure to comply with the above format *may* result in disqualification of your bid.

# ***SPECIFICATIONS FOR RE-APPRAISAL AND REVALUATION FOR MILFORD, DELAWARE***

## **Scope of Revaluation**

The project shall be for the complete physical reappraisal of all taxable real estate, and exempt real estate within the corporate limits of the City of Milford, Delaware, as of January 1, 2012, in accordance with Delaware General Statutes 12-62, as described below.

1. All taxable real estate, land, buildings and improvements.
2. All exempt real estate, land, buildings and improvements.
3. All public utility land and buildings.

All work to be carried out in this project and all forms, materials, and supplies utilized in this project shall be subject to the approval of the ASSESSOR of Milford, Delaware. The value to be determined shall be 100% of the full fair market value as defined in the Delaware General Statutes and shall be based upon recognized methods of appraising.

## **City Data**

1. The last revaluation was effective as of January 1, 2002.
2. Administration/Tax Billing System is Sunguard H T E.
3. CAMA System presently used is Tyler Technologies CLT.

The CONTRACTOR shall value all newly constructed improvements created prior to June 1, 2011, or those incomplete as of this valuation date, and these parcels shall be included in the contract price and valued in the same manner as stated above, and as provided hereinafter.

## **GENERAL INFORMATION**

|                                   |                 |
|-----------------------------------|-----------------|
| FORM OF GOVERNMENT:               | City Council    |
| POPULATION (2010):                | 9,559           |
| RESIDENTIAL SINGLE FAMILY:        | 2,467           |
| RESIDENTIAL CONDOMINIUMS:         | 356 units total |
| COMMERCIAL / INDUSTRIAL:          | 512             |
| VACANT LAND RESIDENTIAL:          | 652             |
| VACANT LAND COMM / INDUST         | 181             |
| BUILDING PERMITS (2010):          | 329             |
| CERTIFICATES OF OCCUPANCY (2010): | 32              |

MEDIAN HOUSE ASSESSMENT (2010): \$113,750

MEDIAN HOUSE SALES PRICE (2010): \$162,500

RESIDENTIAL SALES (2010): 98

LAND AREA: 5.6 sq. miles

GRAND LIST (2010): \$561,900,018

## **I. GENERAL CONDITIONS**

### **A. CONTRACTOR**

#### Proposal

Each PROPOSAL submitted shall include a copy of the CONTRACTOR'S Delaware Division of Revenue License. The CONTRACTOR shall submit a complete client list of municipalities to which it has rendered services during the last five years and the nature of those services. The PROPOSAL shall also include a statement showing the number of years the proposer has actually been engaged as a CONTRACTOR, corporation, partnership, or individual specializing in municipal tax revaluation services.

The CONTRACTOR shall not make any changes to this Request for Proposal (RFP) as presented. The proposal shall reflect all costs required fulfilling the contract as stated. The proposal shall be in the same format as this RFP. If exceptions or clarifications are taken, they must be contained in a proposal section noted as such.

### **B. PERSONNEL**

The CONTRACTOR shall provide experienced and qualified personnel in compliance with the requirements of the Equal Employment Opportunity provisions of both the federal and state governments. The CONTRACTOR shall adhere to all other legislation relating to employment procedures.

#### Qualifications of Personnel

All personnel assigned to this project shall be subject to approval of the ASSESSOR and shall be subject to removal from this project by the CONTRACTOR upon the written request of the ASSESSOR.

#### Project Manager or Supervisor

The administration of this project shall be assigned by the CONTRACTOR to a project manager or supervisor who shall have not less than five years of practical appraisal experience in the appraisal of residential, commercial, industrial and farm properties.

#### Reviewers and Appraisers

Shall have at least three years of practical experience in Delaware in the appraisal of particular types of properties for which they are responsible.

## C. MEASURES AND LISTERS

MEASURERS and LISTERS shall have not less than 40 hours training in this phase of a revaluation project. Any field person who does not meet the above qualifications must work under the direct supervision of an APPRAISER, REVIEWER until the training is complete. The Project Manager is required to notify the ASSESSOR of the names, starting dates, qualifications, and field assignments of all MEASURERS and LISTERS. Minimum age for MEASURERS and LISTERS shall be eighteen (18) years of age.

The CONTRACTOR must exercise extreme vigilance over the instruction and supervision of the MEASURERS and LISTERS, emphasizing the necessity for the MEASURERS and LISTERS to help establish a good relationship with the property owners. Supervisory personnel will oversee the MEASURERS and LISTERS on no more than a 1:5 ratio through the data collection phase of the PROJECT. The supervisor(s) and MEASURERS and LISTERS shall work closely with the ASSESSOR to assure accuracy and reliability in data collection.

The CONTRACTOR shall give all MEASURERS and LISTERS clear and unequivocal instruction that they shall not discuss with any property owner or property occupant in the City, the value or the assessment of any property they inspect, the property taxes being paid on the property being inspected, or any aspect of the local budget or various City issues or political matters.

### Employment, Release or Transfer

. Any person who is employed by the CONTRACTOR and is assigned to this PROJECT is released from employment, or transferred from this PROJECT; the ASSESSOR shall be notified in writing of the individual's name and date of occurrence.

Whenever new personnel are assigned to this PROJECT in any capacity, the ASSESSOR shall be notified in writing of the individuals name, qualifications, starting date, and assigned duties.

All personnel assigned to this PROJECT shall be subject to the approval of the ASSESSOR.

### Identification

All field personnel shall carry suitable identification cards supplied by the CONTRACTOR and signed by the appropriate municipal official. Such cards shall be laminated and include a recent photograph. All motor vehicles used by field personnel shall be reported to the appropriate municipal official, giving license number, make, model, year and color of vehicle.

### Conflict of Interest

No resident or City employee shall be employed by the CONTRACTOR, except for clerical purposes, without prior approval of the ASSESSOR.

## D. LEGAL AND INSURANCE

### Bonding

The CONTRACTOR shall, to insure the faithful performance by the CONTRACTOR of the terms of this contract, furnish to the City a performance surety bond in the amount of this contract, which bond shall be issued by a bonding CONTRACTOR authorized to do such business in the State of Delaware. Said bond shall be in a form satisfactory to and approved by the city or City attorney. The performance

bond shall be delivered to the City prior to the commencement of actual work. This bond shall include the appeal requirements of these specifications. It is understood and agreed upon that the completion of the approved delivery to the City of the Revaluation Project that the performance bond shall be reduced to 10% of the value of the contract to cover the defense of any appeals as described below. This reduced amount of bond shall become effective after the Revaluation Project has been completed and has been approved by the ASSESSOR and after the completion of the duties of the Board of Assessment Appeals. The reduced amount of the bond shall remain effective until a final resolution in the courts of any timely appeals taken from the doings of the Board of Assessment Appeals on the Grand List of June 30, 2012

#### Insurance & Indemnification

Except as provided below, the Company agrees to defend and save harmless the City, its officers, agents and employees against all claims, demands, payments, suits, actions, recovery, and judgments of every kind and description arising out of the performance of this Agreement, for personal injury or property damage brought or recovered against it by reason of any negligent action or omission of the Company, its agents, or employees and with respect to the degree to which the City is free from negligence on the part of itself, its employees and agents.

The City agrees to defend and indemnify and save harmless the Company, its officers, agents and employees against all claims, demands, payments, suits, actions, recovery and judgments of every kind and description arising out of any valuation disputes, or challenges to the methodology employed under this Agreement brought or recovered against it, whether based in contract, negligence or otherwise.

Neither party shall be liable to the other for consequential, indirect or incidental damages, including, but not limited to, loss of tax revenue or claims related to valuation of property, whether based in contract, negligence, and strict liability or otherwise.

In any event, the Company's liability for damages (except for damage to real or personal property or personal injury as provided above) under any theory of liability or form of action including negligence shall not exceed the total amount paid by the City to the Company under this Agreement.

The Company shall carry Public Liability Insurance in the amount of \$1,000,000 including protection for bodily injury and property damage with a combined single limit of \$1,000,000 and \$500,000 for each occurrence.

The Company shall also maintain Automobile Liability Insurance providing limits of \$1,000,000 per occurrence, and the Company shall provide Workers' Compensation Insurance. The Workers' Compensation Insurance shall provide coverage under the Compensation Act of Delaware and shall provide employer's liability insurance in the amount of \$100,000.

Upon the request by the Client, Certificates of Insurance shall be supplied to the Client by the Company detailing the above coverage. A carrier authorized to do business within the State of Delaware will issue these certificates.

#### Force Majeure

Neither party shall be liable to the other for any loss, damage, failure, delay or breach in rendering any services or performing any obligations hereunder to the extent that such failure, delay or breach results from any cause or event beyond the control of the party being released hereby ("Force Majeure"), including but not limited to acts of God, acts or omissions of civil or military authorities.

If either party is prevented or delayed in the performance of its obligations hereunder by Force Majeure, that party shall immediately notify the other party in writing of the reason for the delay or failure to

perform, describing in as much detail as possible the event of Force Majeure causing the delay or failure and discussing the likely duration of the Force Majeure and any known prospects for overcoming or ameliorating it. Both parties agree to take any commercially reasonable measures to overcome or ameliorate the Force Majeure and its adverse effects on this Agreement, and to resume performance as completely as is reasonably possible once the Force Majeure is overcome or ameliorated.

#### . Non-solicitation

During the Period of Agreement and for a period of six months following the project completion date, the Jurisdiction will not solicit for employment or hire any Company employee without the express written consent of the Company

#### Termination

This Agreement may be terminated by either party by giving thirty (30) days written notice to the other, before the effective date of termination. In the event of termination or suspension, the Company shall be entitled to receive payment in full (at the amounts and rates set forth herein, or if not specifically set forth in this Agreement, at the Company's standard or published rates) for all services, software, licenses and/or bonding delivered by the Company up to the effective date of the termination or suspension, as the case may be, plus such other charges as may be agreed upon by the parties.

### E. COMPLETION DATE AND TIME SCHEDULE

#### Awarding of Contract

Within sixty (60) days of the closing date, the City shall award the contract for the reappraisal and revaluation project. The City reserves the right to reject any and all proposals as previously stated.

#### Signing of Contract

Within thirty (30) days after the receipt of notice of acceptance by the City of its Proposal, the CONTRACTOR shall execute with the City the contract upon the basis of these Specifications for Reappraisal and Revaluation.

#### Changes and Subletting of Contract

##### Changes

Changes in these specifications for reappraisal and revaluation in the contract will be permitted only upon written mutual agreement of the CONTRACTOR and the City.

##### Subletting

The CONTRACTOR shall not assign, transfer, or sublet the contract or any interest or part therein, without first receiving written approval from the City and the bonding CONTRACTOR. It shall be mutually agreed and understood that said consent by the City shall in no way release the CONTRACTOR from any responsibility or liability as covered in these Specifications for Reappraisal and Revaluation and the contract

##### Time Schedule

Data Collection and field inspections may begin at any time after July 1, 2011 but work must be complete by July 1, 2012. The CONTRACTOR is subject to penalties if the following completion dates

are not meet:

### Completion Dates

The following phases of the revaluation must be completed in accordance with the schedule below.

1. Property Record Cards with all measurements and listings shall be completed by January 1, 2012.
2. Pricing, review, and final valuation by February 1, 2012.
3. Assessment notices addressed and prepared for mailing by February 2012.
4. Informal hearings to begin no later than May 1, 2012 and end no later than May 30, 2012.
5. All Property Record Cards will be corrected and finalized after the informal hearings and delivered to the ASSESSOR no later than June 15, 2012.
6. Completion of the project shall not be final until either the ASSESSOR has certified the entire project by signing the appropriate forms, or if applicable, the CONTRACTOR has fulfilled all requirements set forth in the contract.

### Assessment Date

The completed appraisals will serve as a basis for assessment effective on the Assessment Register of July 1, 2012 upon approval of the ASSESSOR.

### Project Timetable

The CONTRACTOR is required to submit the timetable for the entire project before the commencement of the project. The timetable must be followed by the CONTRACTOR. Any variation of the timetable must have the express consent of the ASSESSOR.

## F. PAYMENT SCHEDULE

Payments shall be made in the following manner:

At the end of each thirty day period during the period covered by this contract, the CONTRACTOR is to certify in writing in the form of a progress report to the ASSESSOR

The percentage of the total work completed under the contract which the CONTRACTOR has performed during the said thirty day period. Such notification will itemize and accurately indicate the extent and nature of work performed by volume, street, category, or in any other manner required by the ASSESSOR.

The City, upon determination by the ASSESSOR that the certification of the CONTRACTOR concerning work during said period is accurate, will pay to the CONTRACTOR a percentage of the total compensation under this contract equal to the percentage of work certified as having been performed during said period in accordance with the schedule below, less ten percent (10%) which is to be retained by the City for payment to the CONTRACTOR upon the Board of Assessment Appeals completion of its duties on the July 1, 2012 Assessment Register

### Additional Compensation

Additional compensation that may be due the Company as the result of services requested by the City that are beyond the scope of this Agreement will be invoiced in the month subsequent to the month in which the services were provided

## Company Right to Stop Work for Non-Payment

Payment of billings is due within thirty (30) days after the date of each billing. Failure of the City to make payment when due shall entitle the Company, in addition to its other rights and remedies, to suspend, temporarily, further performance of this Agreement without liability

## **II. CAMA REQUIREMENTS**

### A. ASSESSMENT ADMINISTRATION MODULE

Before commencement of sales data collection, each parcel on the legal file/administrative file must be confirmed by the ASSESSOR. A list of all discrepancies between the legal file/administrative file shall be submitted together with recommendations for correcting such discrepancies. The CONTRACTOR must implement the recommendations approved by the ASSESSOR.

### B. CAMA SYSTEM

The CONTRACTOR is required to generate all values using the City's CLT CAMA system. The City will make CLT available to the CONTRACTOR at no cost to the CONTRACTOR.

### C. IMAGING

A visual imaging database using the Landisc imager in conjunction with the CAMA System shall be in place by the completion of this project. New images of all parcels will be required and shall be included in the cost of the proposal by the CONTRACTOR

## **III. RESPONSIBILITIES OF REVALUATION CONTRACTOR**

The CONTRACTOR is responsible for the fulfilling all requirements stated in this Request for Proposal in a timely fashion, and in a professional and satisfactory manner. During the course of this project, the CONTRACTOR shall work cooperatively with and shall provide any reports, invoices, schedules and other information required by this RFP or requested by the ASSESSOR

### A. PERIODIC STATUS REPORTS

The CONTRACTOR shall submit to the ASSESSOR monthly status reports as well as any work completed that is to be reviewed by the ASSESSOR. The report shall contain specifics as to the work completed and the work to be done in the next month. The ASSESSOR shall review and evaluate the progress of the project, and shall notify the CONTRACTOR whether the work performed is satisfactory and timely.

## **IV. VALUATION STANDARDS**

### A. MARKET APPROACH

The CONTRACTOR must utilize the City's CLT CAMA system to develop a Market Approach where applicable. A sales file shall be developed which will reflect the property characteristics of the property

as of the date of sale. These validated sales will be the basis for the comparable sales approach for the residential properties. The CONTRACTOR shall develop and provide the ASSESSOR with written documentation for the sales verification effort.

#### **B. COST ANALYSIS**

The CONTRACTOR shall derive a value for real property by estimating the current cost to replace or reproduce the existing structure, deducting for all accrued depreciation in the property, and adding the estimated land value. The CONTRACTOR shall develop cost schedules based on current costs of labor and materials prevailing in the city/town during the year immediately proceeding July 1, 2012 valuation date. The Cost approach to value is to be developed using the City's CLT CAMA program where applicable.

#### **C. INCOME APPROACH**

The CONTRACTOR shall determine a value for income-producing property by converting anticipated income into a property value. The CONTRACTOR shall capitalize a single year's income expectancies at a market-derived capitalization rate or a capitalization rate that reflects a specified income pattern, return on investment, and change in the value of investment, or discount the annual cash flows for the holding period and the reversion at a specified yield rate. The Income approach to value is to be developed using the City's CLT CAMA program where applicable.

#### **D. LAND VALUATION**

The land values will be derived from market sales and/or land residual analysis. The land values will be set by the CONTRACTOR and reviewed by the ASSESSOR. In the event of any disagreement between the ASSESSOR and the CONTRACTOR, the ASSESSOR shall have the final decision confirming all land values and methods.

#### **E. NEIGHBORHOOD DELINEATION**

The CONTRACTOR, with the assistance and approval of ASSESSOR will delineate the city/town into valuation neighborhoods. These neighborhoods will be determined by analysis of the market factors needed to select comparable sales for the sales comparable approach to value. Boundaries such as highways, natural, economic conditions and zoning etc. shall be considered.

#### **F. DEPRECIATION ANALYSIS**

The CONTRACTOR shall develop, and explain separately, the depreciation on the property record card and/or worksheet (if used). Land values shall be added to the depreciated improvement value. Compare the depreciated replacement cost of each property with the value produced via income analysis, or sales comparison, and develop obsolescence guides by type of property and location. Analysis should be reviewed with the ASSESSOR and a copy shall be provided at the completion of the project.

### **V. VALUATION OF REAL ESTATE**

The CONTRACTOR will calculate a value estimate for each parcel that will be comprised of a land, building, outbuilding, and total value. The final value shall reflect 100% of fair market value as of January 1, 2012. The CONTRACTOR shall compute to the nearest 100 dollars the value of all properties identified above.

## A. RESIDENTIAL PROPERTIES

The CAMA System will present a summary of the cost approach for a subject and up to 5 comparable sales, showing the basic inventory information for each. The comparable sales in the same market environment will be the three to five most comparable sales. This determination will be made by calculating a weighted measure of comparability based on the relative importance of each physical characteristic (location, size, age, grade, & condition etc.). The sales, which most closely resemble the subject, will then be selected as comparable

## B. COMMERCIAL/INDUSTRIAL PROPERTIES

The appraisal of income producing properties relies heavily on an analysis of what the prudent investor would pay for a given property based on the income stream that the property could reasonably be expected to produce.

The CAMA System will give the APPRAISER the ability to model the market place by physical characteristics, construction type, and actual use for income producing properties and apply the results of the models to individual commercial or industrial properties.

The review APPRAISER will be provided with a single review document which provides information regarding the physical characteristics of the property, the indicated cost approach, and one or more approaches to value that have already been adjusted to reflect the location, age, and condition of the subject property.

Capitalization rates shall be developed by type of property, and location. When the ASSESSOR has approved capitalization rates and techniques, the CONTRACTOR shall perform income approaches using economic income and expense data.

## C. FIELD REVIEW & DATA COLLECTION/VERIFICATION

The CONTRACTOR will field review all parcels after values have been set. The CONTRACTOR is responsible for the review of value estimates for all real property parcels to verify that the application of the valuation methodology employed has resulted in the uniform and consistent valuation of comparable properties. The CONTRACTOR shall be required to submit final values in a timely manner to be determined by the ASSESSOR. The CONTRACTOR will record on the CAMA data file the source of the final appraisal value (cost, market, income, APPRAISER override, etc.)

Individuals conducting this phase of the program must have valuation expertise, field review experience and knowledge of the valuation techniques employed in the City, as well as complete familiarity with the revaluation project. During review valuation changes are made due to data error, the data must be corrected on the property file by the CONTRACTOR.

The CONTRACTOR shall provide the ASSESSOR with written procedures for the conduct of data collection/verification at least ten (10) days prior to the scheduled date for the commencement of the activity.

### NOTIFICATION

The CONTRACTOR shall send property owners an information brochure prior to the commencement of data collection/verification.

## VERIFICATION

Company data collectors will make an attempt to inspect the interior and exterior of all improved properties. If the occupant is not available at the time of the inspection attempt the exterior will be measured. An opportunity will be provided by way of the data mailer to arrange for an interior inspection for those properties not inspected during the initial attempt. Any parcel which is not inspected as a result of safety considerations for company personnel will be brought to the attention of the assessor.

## ENTRANCE REFUSED

When entrance to a building for an inspection is refused, the CONTRACTOR shall make note of the fact and within two (2) working days notify the ASSESSOR of the fact in writing, giving the facts as to the time of the visit and if possible, the name of the party refusing entrance and other pertinent information.

## LISTERS IDENTIFIED

The data collection card and the property record card shall indicate the initials of the LISTER and date(s) of the listing.

## STATUS REPORTS

The CONTRACTOR must provide the ASSESSOR with bi-weekly status reports as to the percentage of interior inspections with signatures that have been obtained in relationship to the total number of properties that have been inspected.

## . EXTERIOR INSPECTION

The perimeter of all buildings and improvements shall be measured.

All buildings and improvements shall be measured to the nearest foot. (Six (6) inches or less should be rounded down; greater than six (6) inches should be rounded up.)

An outline sketch, prepared to scale, shall be made.

Physical data of the land parcel shall be recorded in the field.

## REVIEW

All properties shall be reviewed in the field, by the CONTRACTOR'S personnel trained as reviewers. The Properties shall be reviewed for correct listing of information, classification, and final value and to assure that they are correlated to comparable properties. The ASSESSOR shall be notified of the dates of the reviews and may accompany the CONTRACTOR'S REVIEWER during any phase of the revaluation PROJECT.

## DATA MAILER

As residential listings are completed, the CONTRACTOR, at its expense, shall send mailers to owners of each parcel of property. The format of these mailers and the schedule of mailings are subject to the approval of the ASSESSOR. Mailers must consist of a selected property description as collected, and a cover letter (approved by the ASSESSOR) which explains the purpose and content of the mailer. The mailers for parcels in the residential category shall include, but not be limited to, the following:

Property type classifications  
Zoning  
Parcel size  
Building style  
Exterior wall material  
Total number of rooms  
Number of baths  
Heating type  
Basement type  
Year built  
Number of fireplaces  
Garage type  
Central air conditioning  
Latest sale price & date

Notification by mail will be sent to each owner of a property in all other property classifications. This notification shall state the place and time that the data items collected on his/her parcel may be reviewed. Or, data mailers approved by the ASSESSOR may be used for such other property categories as well.

#### D. ASSESSMENT NOTICES

At the close of the revaluation, a notice shall be sent at the CONTRACTOR'S expense including envelope, by first class mail, to each owner of record, setting forth the valuation that has been placed upon the property identified in the notice. The notice shall be prepared in conformity with the Delaware General Statutes, as from time to time amended. Further, enclosed with such notice shall be a letter specifying the dates, times, and place of the informal public hearings with an explanation as to the appeal process. Such notices and letters shall be subject to the approval of the ASSESSOR.

#### E. INFORMAL PUBLIC HEARINGS

At a time mutually agreeable to the ASSESSOR and the CONTRACTOR following completion of all review work by the ASSESSOR and the CONTRACTOR, the CONTRACTOR shall hold public hearings so that property owners, or their legal representatives, may appear at specified times to discuss their new assessments with qualified members of the CONTRACTOR'S staff.

The CONTRACTOR, in conjunction with recommendations of the ASSESSOR, shall schedule a sufficient number of hearings and provide adequate personnel to handle said hearings expeditiously and fairly. Any information offered by the taxpayer shall be given consideration and adjustments shall be made when warranted.

The CONTRACTOR shall have an adequate number of days for the informal public hearings, said hearings to include at evenings and Saturdays. Every property owner shall have the opportunity to an informal hearing with the CONTRACTOR within said period of time agreed upon by the ASSESSOR and the CONTRACTOR.

The CONTRACTOR shall mail a notice that reflects the result of the informal hearings at the CONTRACTOR'S expense. The ASSESSOR prior to mailing must approve this notice

#### F. BOARD OF ASSESSMENT APPEALS & LITIGATION

The CONTRACTOR shall include a separate per diem price for support of values beyond the Informal Meetings process.

## G. ASSESSORS' OFFICE STAFF TRAINING PROGRAM

The CONTRACTOR will be responsible for training local staff in such manner that, at the end of the project, the ASSESSOR'S Office will be knowledgeable in the operation of all phases of the valuation system. On-the-job training, where feasible, shall consist of the ASSESSOR and any other staff working in the appropriate phases of this project under the CONTRACTOR'S supervision. The CONTRACTOR shall submit a reasonable training plan and schedule to achieve the objective stated above prior to the commencement of the project

## H. TRANSMITTAL OF RECORDS TO THE ASSESSOR

Regular periodic delivery of appraisals, as completed, shall be turned over to the ASSESSOR for review. All appraisals of buildings either completed or under construction and all completed and corrected records shall be turned over to the ASSESSOR by the dates specified in the schedule agreed upon by the ASSESSOR. All documentation employed in conjunction with this program, including software programs, shall become the property of the ASSESSOR.

The final inspection and review shall take into consideration any known or apparent changes in the individual property since it was first inspected in order that the final appraisal of property shall be made as of January 1, 2012. This information and/or appraisal or record shall not be made public until after the informal hearings, except to the extent that public access may be compulsory under the provisions of applicable law.

## **VI. RESPONSIBILITY OF THE CITY**

### A. NATURE OF SERVICE

It is clearly understood and agreed that the services rendered by the CONTRACTOR are in the nature of assistance to the ASSESSOR and all decisions as to proper valuations, taxable or tax exempt, shall rest with the ASSESSOR.

### B. COOPERATION

The ASSESSOR, the City, and its employees will cooperate with and render reasonable assistance to the CONTRACTOR and its employees.

### C. ITEMS FURNISHED BY THE CITY

The City shall furnish the following to the CONTRACTOR:

MAPS the ASSESSOR shall provide copies of available tax maps. The ASSESSOR shall also provide available parcel identification data for each parcel of real property including at a minimum the following items all current legal information, i.e. ownership, property location, mailing address, map/block/lot number.

LAND DIMENSIONS The ASSESSOR shall be responsible for providing accurate lot sizes and total acreage of all pieces of property where the tax maps or present records fail to disclose measurements or acreage.

## ZONING

The city/town shall provide a current city/town zoning and planning regulations and zoning maps.

## PROPERTY TRANSFERS

The city/town shall notify the CONTRACTOR on a regular basis, of transfers and property splits occurring after 30 days of said date. The CONTRACTOR shall update owner and street property record cards within 90 days of sale.

**DATA** The following data: parcel inventory, owner of record, location of property, deed references, map and lot references, age and date of construction of all buildings, if available, and lot size or amount of acreage, or any other pertinent information shall be given to the CONTRACTOR.

**BUILDING PERMITS** Records of all building permits issued during the course of the revaluation project up to July 2012. All such records shall be returned to the City.

**MAILING ADDRESS** The ASSESSOR shall provide through the ASSESSOR Office the current mailing address of all property owners.

**OFFICE SPACE** Office space including furniture and free parking will be provided to the CONTRACTOR to carry out the terms of this contract.

## COMPUTERS & SOFTWARE

The city will provide access to the city's server and CLT software, printers, and related resources for the company's use. CONTRACTOR must supply Lap Tops for the company's use.

## D. PROPOSAL AWARD

The City reserves the right to reject any, or any part of, or all PROPOSALS; to waive informalities and technicalities; and to accept the PROPOSAL which the City of Dover deems to be in the best interest of the City, whether or not it is the apparent lowest dollar proposal. Consideration in the awarding of the CONTRACT will be given to price, prior experience and competence of the proposer, the nature and size of the proposer's organization and familiarity with the area, and the quality of similar projects the proposer has completed in the past.

## VII. PROPOSAL SUBMISSION

The written proposal submitted should, at a minimum, include the following information:

1. Business name and contact person, together with the address, telephone number, facsimile number and email address, of the office from which the services will be provided.
2. A brief history of the business along with evidence that there is a licensed appraiser on staff and that the business is insured and authorized to do business in the State of Delaware.
3. A description of qualifications and services, specifically relating to reassessments, which the proposer is capable of providing, together with an explanation of how these services might best assist the City.
4. A list of at least three (3) references the City may contact in order to assist in the evaluation of your past performance. For each reference listed, the information provided should consist of the following:
  - a. Name and mailing address of the owner/business
  - b. Name and telephone number of your contact person within said business

5. Information on the nature and magnitude of any litigation or proceeding whereby, during the past three (3) years, a court or any administrative agency has ruled against the proposer in any matter related to the professional activities of the proposer. Similar information shall be provided for any current or pending litigation or proceeding.

6. A statement to the effect that the selection of the proposer shall not result in a conflict of Interest with any other party which may be affected by the work to be undertaken. Should any potential or existing conflict be known by a proposer, said proposer must specify the party with which the conflict exists or might arise, the nature of the conflict, and whether or not the proposer would step aside or resign from the engagement or representation creating the conflict. (The City reserves the right to select more than one firm to perform the required services to avoid conflict of interest and other similar occurrences.)

7. Examples of forms/reports to be used.

8. Any additional information that you feel will be beneficial to the City in evaluating your qualifications to serve.

### VIII. TIMETABLE

The City will use the following tentative timetable in the selection process, which should result in a recommendation to City Council by June 13 2011.

| <b>Date</b>                   | <b>Event</b>                                                                                     |
|-------------------------------|--------------------------------------------------------------------------------------------------|
| Thursday May 12, 2011         | Publicly Advertise RFP                                                                           |
| Friday May 20, 2011           | Deadline for submitting questions                                                                |
| Wednesday May 25, 2011        | Answers to bidders questions published                                                           |
| <b>Wednesday June 1, 2011</b> | <b>Deadline to submit final proposals. (3 copies)</b>                                            |
| Monday June 13, 2011          | The City of Milford Tax Assessor prepares a recommendation for submission to the governing body. |

**IX. SELECTION CRITERIA** In order to ascertain which proposal best meets the needs of the City, proposals will be evaluated according to the following criteria.

| Factor |                                                     |
|--------|-----------------------------------------------------|
| A      | Price                                               |
| B      | Prior<br>experience and<br>competence               |
| C      | Nature and Size<br>of the proposers<br>organization |
| D      | Familiarity with<br>the area                        |
| E      | Quality of<br>similar projects                      |

**A PROPOSAL FOR:**  
The City of Milford, Delaware:  
*Revaluation Services for the 2012  
Assessment for the City of Milford*

**PRESENTED BY:**  
Tyler Technologies



**June 1, 2011 @ 2:00pm**

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- ❑ Letter of Transmittal
- ❑ Section 1 – Company History
- ❑ Section 2 – Scope of Work
- ❑ Section 3 – Client References List
  - Five Year Client List
- ❑ Section 4 – Conflict of Interest
- ❑ Section 5 – Litigation Statement
- ❑ Section 6 – Cost Proposal
  - State of Delaware Business License
- ❑ Section 7 – Resumes
- ❑ Section 8 – Sample Documents
  - Sample Pre-List Mailer
  - Sample Res. PRC
  - Sample Comm. PRC
  - Sample Data Mailer
  - Sample I&E Collection Form
  - Sample I&E Form



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June 1, 2011

City of Milford  
Mr. John Darsney  
201 S. Walnut St  
Milford, DE 19963

**Reference: Revaluation Services For The 2012 Assessment For The City Of Milford**

Dear Mr. Darsney,

Tyler Technologies, Inc., CLT Appraisal Services (CLT) has reviewed the City's Request for Proposal (RFP) and is pleased to submit this proposal for revaluation for your review.

Founded in 1938, CLT is North America's oldest, largest and most experienced supplier of mass appraisal services and property tax administration software. We have completed more than 2,500 major projects in 46 states, including 23 state capitals. We have extensive appraisal experience with all sizes of jurisdictions including Dover, Smyrna, and Milford's most recent revaluation in Delaware; many Counties in Pennsylvania; Nassau County, New York; and Middle and Lower Townships in New Jersey.

CLT brings the financial stability and the professional resources necessary to perform this type of project in a timely and professional manner. We have a staff of over 200 appraisal personnel from which we have identified a team that we believe is well suited for this opportunity. The team includes professionals that are familiar with Delaware assessment practices and have a significant number of successful projects to their credit. Our efforts will utilize techniques and practices recognized by the International Association of Assessing Officers (IAAO) and which are consistent with USPAP Standard 6 to perform the services required.

CLT maintains an aggressive quality assurance program to promote the highest standards in all phases of company operations, products, and services. Our quality control coordinators conduct a series of information gathering tasks to verify the consistency and accuracy of each project.

We sincerely appreciate the opportunity to submit this proposal to the City of Milford and we are excited by the prospect of partnering with the City for yet another important endeavor. Thank you for your consideration. Should you have questions, please contact me at 610.246.6539 (cell), or [paul.miller@tylertech.com](mailto:paul.miller@tylertech.com).

Sincerely,

A handwritten signature in black ink, appearing to read "Paul C. Miller", written over a light blue horizontal line.

Paul C. Miller  
Project Supervisor | Sales Executive



## Section 1 Company History



## Company History Overview

Now part of Tyler Technologies' Appraisal & Tax Division, CLT Appraisal Services began serving the appraisal market in 1938 as the Cole-Layer-Trumble Company. Sound appraisal practices and knowledge of developing computer systems allowed it to become the leading provider of appraisal and tax software and services in the U.S. The division has continually refined its techniques, pioneering the application of computer-assisted mass appraisal (CAMA) along the way. Division headquarters is in Dayton, Ohio, with the northeast regional operations office in Tolland, Connecticut.

Known for its dependability for completing projects on time and on budget, the division is recognized for its expertise in areas such as property valuation modeling and analysis. Because its team of professionals understands the challenges clients face communicating with leadership, other agencies and the public, they are able to work with clients to develop successful communication strategies—something that differentiates the division from its competitors. Tyler's appraisal and tax subject matter experts keep pace with evolving legislation and practices through training, certifications and professional associations. The division's staff of more than 300 professionals includes many certified appraisers who are exceedingly familiar with the regions in which they work.

The Cole-Layer-Trumble Company was acquired by Tyler in 1999. Tyler Technologies, Inc. (Tyler) was formed in 1966 and incorporated under the laws of the State of Delaware. Tyler has its corporate headquarters in Dallas, TX, and is listed on the New York Stock Exchange, traded under the symbol TYL. Tyler's vision is simple: resources and talents dedicated to the single goal of maintaining its role as the leader in the local government market. Tyler has built its success upon proven products that work.

Tyler is a leading provider of integrated, end-to-end information management solutions and services to local governments and provides software and professional appraisal and IT services to more than 6,000 local government offices throughout all 50 states, Canada, Puerto Rico and the United Kingdom. These mission-critical-applications provide counties and municipalities with the ability to streamline and automate operations, resulting in improved productivity and reduced costs. In addition to appraisal services, Tyler's professional services for local government include consulting, network design and management, installation, conversion, customization, training and ongoing support.

## Section 2 Scope Of Work

# Scope of Services

## 1.0 SUMMARY OF SERVICES TO BE PROVIDED

### 1.1 Understanding of the City's Goals

The Company will provide appraisal services relating to a full market value reappraisal of residential, commercial, farm, industrial, public utility, and exempt parcels of real property in City of Milford using the City's Unifers software. This reappraisal includes parcels contained within these real estate classes and manufactured homes taxed as real estate.

### 1.2 Compliance with Rules and Regulations

The Company will comply with all the State Rules and Regulations of the as of the date of this Agreement. The appraisal methods the Company proposes to employ will provide an efficient and effective reappraisal for the City. The accuracy for which the Company strives in establishing the final estimate of market value is not only supportable in the pre-appeal stage of the project, but is targeted to control the number of appeals and to ensure the methods of their defense. The success of any project of this magnitude relies on monitoring done by the City, and the Company welcomes the Assessor's or his designee's active participation.

### 1.3 Appraisal Manuals and Appraisal Methods

The Company will provide new replacement cost manuals for all types of properties and will utilize three (3) approaches to value, when applicable as determined by the Company, in the appraisal of the residential, agricultural, commercial, industrial and exempt properties to ensure that the final results are both accurate and equitable in relation to all values produced.

### 1.4 Appraiser-In-Chief

It is understood that the Assessor is to serve and act as Appraiser-in-Chief and that all decisions as to final assessed valuations, procedures followed, and forms used in the reappraisal will be made by the Assessor or his designee.

The Company agrees that the appraisers, reviewers, and field representatives employed by the Company are subject to the Assessor's approval.

### 1.5 Period of Performance

The Company's performance of its obligations under this Agreement, "the Project," shall begin on or before August 1, 2011 with the commencement of planning and other preparatory work, and the Company shall be prepared to make delivery to the City as hereinafter provided for on June 15, 2012.

## 1.6 Value to be Determined

The appraisals shall be the Company's opinion of the full Market Value as of January 1, 2012 the "Date of Value," reflecting parcel inventory as of that date, the "Tax Lien Date," also the "Cutoff Date." The Company shall appraise improvements partially complete on the Cutoff Date.

## 1.7 Step-by-Step Summary of Procedures

The following is the procedure the Company will use during the reassessment reappraisal of City of Milford, Delaware:

Using Unifers software, begin map pack preparation for start up of the field effort.

Print data collection documents in map/routing order.

Each parcel will receive an on-site inspection for the purpose of verifying, collecting and recording data. The data collector will list all required current parcel characteristics including measurements and data as to the physical specifications of each structure except when a parcel is vacant, permission is denied, or the premises appear to be unsafe or the occupant(s) threatening. For manufactured homes assessed as real estate the park name and owner will also be verified.

A report will be provided to the Assessor bi-weekly on the status of the data collection process with appropriate statistical information.

Field quality checks will be performed by group leaders on data collected throughout the process. Results will be reviewed with individual data collectors. The results of these field quality checks will be available for the Assessor or his staff's review. Quality control procedures are outlined in more detail in Article 2.9.

Agricultural data collection will follow the same basic approach as outlined above with special attention being given to outbuildings separately and as to their functional utility to the whole property.

One hundred percent of all data collected parcels will undergo a clerical check for completeness and accuracy. Parcels failing the quality check requirements will be returned to the field for correction.

Results from the data collection effort will be entered into the Unifers CAMA system.

Using data provided by the City in the Unifers CAMA system, research and validate

sales with field checks and transfer verification. For land values, use land only sales and the abstraction process as necessary.

With input from the City's staff, define neighborhood delineation using validated sales and Unifers system tools. Creation of neighborhood delineation map and post any changes to the neighborhood codes to parcels in the Unifers CAMA system.

Analyze land sales and establish land values in square foot, site value or acreage format. Update the computer assisted land tables (CALP) in the Unifers system. See section 2.3.9 of this proposal for more detail.

Gather and analyze current construction costs for dwellings and various types of farm buildings. Using verified construction cost, determine cost schedule level. Test and refine cost and depreciation schedules. After approval by the Assessor, compile a Review manual for use in final valuation and update cost and depreciation tables in the Unifers CAMA system.

Cost the CAMA file and test results against sale parcels by neighborhood grouping. Finalize cost and depreciation tables.

Concurrent to the Residential/Agricultural effort, Commercial/Industrial data collection will begin. The Commercial/Industrial data collector will visit each commercial/industrial parcel and verify, collect, and record data. The data collector will make an interior and exterior inspection of each principal structure except when a parcel is vacant, permission is denied, or the premises appear to be unsafe or the occupant(s) threatening.

Special attention will be given to gathering rents, income, and expense data and verifying sales.

Commercial/Industrial Field Reviewers will determine that the structures have been properly described so as to assure the use of the proper schedules for computing replacement cost new; shall make a judgment as to the grade of construction and depreciation (both functional and physical) of each structure; shall apply unit land value and adjust values to account for the property site characteristics; shall take into account the income approach to value, if applicable; shall consider indicated value of the structure and indicated value of the land against sales information concerning comparable properties and shall make a determination on the judgmental factors which affect the computation of the opinion of value.

Data collected or changed during the field review of properties will be keyed into the Unifers CAMA system.

Perform analysis to verify uniformity and equalization of parcels throughout the City.  
Generate reports showing impact of reappraisal.

Continue analysis of sales ratio studies towards finalization of values using both neighborhood and taxing district groups.

Run and resolve mismatch reports between tax accounting and the CAMA files.

Generate tentative abstract using the City's software and submit to the Assessor for his approval.

Conduct informal hearings.

Inspect properties where needed as a result of informal hearings.

Mail notices of change to those properties where the values changed as a result of the informal hearing process.

## 2.0 COMPANY RESPONSIBILITIES

### 2.1 Approach

The Company proposes to use the tools available in the Unifers software and its years of appraisal expertise to provide equitable, defensible appraisal values for all specified properties in City of Milford.

#### 2.1.1 Planning and Preproduction Service

Effective initial planning and preproduction services are necessary for the successful implementation of the project.

#### 2.1.2 Preliminary Review

Within thirty (30) days of the signing of this Agreement the Company will conduct a preliminary review of the inventory of properties as made available by the City.

#### 2.1.3 Project Work Plan

The Company has provided a project work as part of this proposal. As part of the project planning process, the work plan will be finalized and augmented relative to the starting and completion dates for all the various phases of the program as well as personnel needs and, once approved and agreed upon, will become part of this

Agreement. The work plan will be used to track progress in the monthly status reports.

#### 2.1.4 Project Monitoring

In addition to the work plan, other monitoring activities take place on a continuing basis throughout the project. Staff evaluation is an important internal activity for any industry. Because of the visibility and obvious interest that surrounds a reappraisal project, it is critical that staff not only produce quality work, but also present themselves as courteous, concerned representatives of the City and the Company. Company procedures monitor and are responsive to this need.

Other manuals will monitor functions including the tracking of taxpayer inquiries, public informational meetings, media release timing, documentation of training sessions and video presentations to concerned taxpayers.

### 2.2 Project Personnel

The project shall be performed by personnel that have experience or training for the role that they will fill. Data collectors, reviewers, data entry personnel and clerical personnel working under the direct supervision of the Project Manager, Paul Miller, who will be supported by the Regional Manager, Paul Flynn with additional support from the Company's general staff and facilities. Resumes are included in the appendix.

Experienced personnel will be supplemented by locally hired and trained personnel. The primary function of the data collectors is to verify or collect and record data; the primary function of the reviewers is to determine the judgmental factors affecting the Company's computation of its opinion of value. The Company agrees that the appraisers, reviewers, and field representatives employed by the Company are subject to the Assessor's approval. Each Company employee engaged in field work shall be provided with a proper identification card.

### 2.3 Data Verification/Property Inspection

#### 2.3.1 General

The Company will verify, collect, record, and analyze general supporting data to serve as a basis for the development of guidelines for cost, market, and economic coefficients needed when applying the three (3) approaches to value and to produce market driven comparables with the emphasis on the comparable sales approach to value.

The sales comparison approach is considered the most objective and reliable method of estimating the value of residential improved properties. The essence of the sales comparison approach is estimating the value of unsold properties from sales of

similar properties. The comparable sales approach has two essential components, selecting the comparables and adjusting for differences between the subject property and the sales properties.

Mass appraisal is well suited to the application of the comparable sales approach because of the availability of a large sales base and a standardized data base of property characteristics which can be easily used in both market analysis and comparable sales selection.

The general supporting data to be analyzed will include cost data, lease data, economic data, and sales data to be used for the cost, income and market approaches to values.

The guidelines, which will be developed from this analyzed data, will include replacement cost schedules, market models, economic rent schedules, income capitalization rates, comparative property sale units, and unit land values.

### 2.3.2 Cost Data

The Company will calibrate the Unvers cost tables to City of Milford building cost levels.

A determination of construction costs in the City will be compiled. This will include data on actual new construction occurring in the City as well as information provided by a national cost service. This information will be considered in determining the replacement cost new level for the City.

### 2.3.3 Lease Data

The Company will investigate current leases in the City and compile, classify, and document lease data to support the development of guidelines for estimating net income potential of properties on the open market.

Both parties will request and attempt to collect specific lease data on leased properties to be appraised under the terms of this Agreement. The data collectors will request this data from the occupant or owner during the data collection visit. The City will be responsible for mailing Income and Expense Disclosure Forms to all leaseable commercial or industrial real estate.

The data will be collected and recorded on Income and Expense Disclosure Forms designed to accommodate different property classification groupings.

Income information will serve as a data base from which to select comparable rents and from which to extract, classify, and analyze general data required to develop stabilized income and expense guidelines for various representative property models.

In developing income and expense guidelines, the data obtained through specific income and expense disclosures and recorded leases will be supplemented with general data obtained through the study and analysis of actual experience reported in national publications, as well as through interviews with local investors, property managers, real estate brokers, and appraisers. All data compiled will be referenced to source and documented in support of the guidelines developed.

#### 2.3.4 Economic Data

The Company will make an investigation of prevailing economic determinants and practices underlying local property transactions and compile data on interest rates, equity requirements, loan terms, holding periods, and investment yields sufficient enough to support the development and validation of income capitalization rates.

The source of the data will be the local marketplace supplemented by trade publications and augmented by the experience and knowledge of the Company's analysts.

#### 2.3.5 Sales Data

The Company will examine recent sales involving the properties to be appraised, as said sales data are periodically provided by the City.

The sales will be cataloged by location and use type, classified by age, quality and condition, and verified and serve as a comparable sales data base to accommodate the application of the market approach to value through direct sales comparison.

A sales history file may be created that contains a "snapshot" of sale parcels as they were at the time of sale. This will increase the number of valid sales that can be used during valuation and provide a more accurate indicator of changes in the market using paired sales. The Company will review its procedures with the Assessor.

#### 2.3.6 Property Data

The geographical and physical characteristics of the all properties in City of Milford are to be maintained to reflect the status of the properties as of January 1, 2012 or such other date as may be mutually agreed to by the parties in order to meet the key project milestone dates . For property appraisals to be accurate they must be based on actual physical characteristics. This is not only essential for valuation it is

essential in winning and maintaining the public trust. Our methodology ensures that we have captured accurate, meaningful data.

### 2.3.7 Data Collection

#### 2.3.7.1 Data Collection

The Company's data collectors will visit and go upon each parcel for the purpose of verifying, collecting, and recording data. The data collector will make an interior and exterior inspection of the principal structures on the parcel, except that if:

1. Permission to inspect the interior or exterior of a structure is denied, then the data collector will verify the data and will record the fact on the field document and reason for the estimation; or if
2. After one (1) visit to the parcel, if the data collector fails to make contact with the occupant.

### 2.3.8 Sketch of Structure

Sketches on the data collection document will contain the data needed to have the sketch vectors and building descriptions input in the Univers CAMA system.

### 2.3.9 Establishing Tentative Unit Land Values

The Company shall collect information concerning sales of land and sales of improved parcels which may indicate the residual value of land. From these and other sources, it shall familiarize itself with land values throughout the jurisdiction. The Company shall establish its tentative opinion of unit land values, expressed on an acreage, site, or square foot basis, in the various areas of the jurisdiction; such values shall be approved in writing by the City prior to being utilized by the Company in valuing all parcels.

### 2.3.10 Final Valuation

During the review phase the Company's reviewers will review each parcel; shall consider the data placed upon the review document and determine that the structures have been properly described so as to assure the use of proper schedules for computing replacement cost new. The Company shall make a judgment as to the grade (quality) of construction and of the condition, desirability, and usefulness of each structure. Unit land values will be applied to each parcel and adjusted to account for the particular characteristics of the site. If applicable the income approach to value is considered. A qualified appraiser will make a determination on

all judgmental factors which affect the Company's computation of its final opinion of value.

#### 2.3.11 Market Valuation

The market value subsystem of the Unifers CAMA software will be reviewed for implementation. The assessor will choose the default value for parcels in all classes from the available approaches.

#### 2.3.12 Income Valuation

Both parties shall gather data for the income approach to value as outlined in sections 2.3.3 and 2.3.4. Following the file building of parcel information in the Unifers CAMA system, income models for various types of income-producing properties in different geographic areas (neighborhoods) will be maintained in the system and applied consistently to each property with the appropriate characteristics.

The potential net income streams are then capitalized to provide estimates of value in accordance with the income approach. The application of gross rent multipliers or gross income multipliers is available as part of the model approach for appropriate types of properties.

The income approach to value will be reserved for commercial and industrial properties and will utilize the direct capitalization of to estimate market value. Properties normally valued like this include apartment complexes, hotel/motels, retail, offices, restaurants, and warehouses. The system-generated values will be based upon income, expense and capitalization models developed from an economic analysis of market indicators. Data from several sources will be utilized, including actual rents from property surveys as well as industry publications and surveys with local realtors. The Income and Expense form mailing will be another source.

The income model approach uses the description of the property laid out in the collection of improvement characteristics for the cost approach, as the basis for aggregating areas and units against which income and expense models will be applied. This income model approach is a *Pro Forma* type approach. Once the income models are loaded, the appraiser will adjust the neighborhood-based models to arrive at an appropriate income value for the parcel. At that time the appraiser can select between the cost and income value. The use of income adjustments and the selection of the appropriate valuation approach will be monitored for consistency in valuation method and to arrive at the ultimate goal: market value.

#### 2.3.13 Computation of Replacement Cost New

The Company shall calibrate pricing schedules for the purpose of computing the replacement cost new for all structures. We will use Marshall Swift Valuation Services to aid in the calibration of the Unifers schedules.

Also see Sec 2.3.2 for additional procedures on gathering cost data.

#### 2.3.14 Computation of Appraisals

Company employees shall use the Unifers CAMA System to calculate total land, total building and total value for each parcel being appraised.

#### 2.3.15 Public Information and Public Relations

Throughout the appraisal process, the Company shall endeavor to satisfy all reasonable requests made by the City for information as to the Company's planned work schedule for the project, personnel employed on the project, appraisal methods and procedures utilized, and the status of the work. Field staff are instructed not to engage in conversations with property owners, including answering questions regarding values or taxes. A letter of introduction will be carried by all field personnel, which will include contact information for questions from property owners. For further information about public relations, please see section 7.0, Additional Services.

#### 2.3.16 Determination of Classifications

As to each parcel, the Company shall:

- A. Determine its classification as residential, commercial (apartment), industrial, farm (agricultural), utility, exempt. Note: The City will make final determination for exempt properties.
- B. Code each parcel according to its present use.
- C. Determine its land use and shall record the same on the property record card. In the event any parcel falls within more than one classification or land use, the Company shall select the apparent predominant classification or use and record it on the card.

### 2.4 Property Record Card

A computer generated review document for each parcel will be produced by the Company. These property record cards will be used in the final review phase of the project and will be a deliverable to the City. The final property record cards will be electronic, and can be printed by the City when needed.

## 2.5 Exempt Properties

Exempt properties will be appraised in the same manner as other classes depending upon the physical make-up of the individual property. For example, an exempt property that is residential in character would be valued in the same manner as other residential properties.

## 2.6 Informal Reviews; Support of Values

### 2.6.1 Company's Conduct of Informal Reviews

The Company shall mail each property owner a notice showing their tentative value. The Company shall have an informal discussion with the owner or agent who requests the same during the specified period at a location provided by the City. The Company will be responsible for all informal reviews filed as a direct result of this reappraisal which are requested within the timeframe scheduled for setting appointments.

### 2.6.2 Results of Informal Reviews

The Company will mail a notice to all property owners who attended an informal review or whose values were changed during the informals process of the final value that the company will recommend to the City.

### 2.6.3 Support of Values Beyond the Informal Process

The Company shall, upon request, participate in appeal preparation, hearings, or deliberations taken and processed in accordance with administrative or statutory procedures from any assessment which is computed directly from the Company's appraised value. Included in this Proposal, the Company will provide three (3) person days of support beyond the informal meeting process. The three (3) person days of support are to be used in one to two day segments. Any participation beyond the three (3) days included in this Proposal will be performed for a per diem rate of \$1100.00 per day.

## 2.7 Manufactured Homes (House Trailers)

As outlined in Section 1.7, the Company is responsible for the valuation of manufactured homes assessed as real estate as enumerated in the parcel counts provided in the Request for Proposals.

## 2.8 Data Entry

The Company shall be responsible for entering changes pertinent to the 2012 Reappraisal into the Unifers software.

## 2.9 Quality Control Plan

Quality in a service business can be a difficult concept to define. The Company's definition consists of five basic components:

1. Understanding what is to be done.
2. Defining what constitutes successful completion of each project activity.
3. Gaining assurance that the client shares this understanding.
4. Doing this work on time.
5. Getting recognition of success from the client.

It is important for the City to know that the Company is dedicated from the top down to delivering quality work. A primary element of management's job is to ingrain this precept into the culture of all new employees and to build upon it during their careers.

A key part of the Quality Control Plan for City of Milford is the Quality Control Audit. The audit is performed by an internal team of individuals, including senior management personnel. The team contains employees from outside the project who have functional expertise in appraisal, data processing, and imaging systems. The team follows an outline to make sure all aspects of the project are covered. Written documents such as planning calendars, procedural manuals, systems specifications and documentation, and control reports are checked for their existence and accuracy. The Project Manager and the team conduct a contract review for compliance with key benchmark dates, events, and other terms and conditions. Group interviews are held with project employees, including supervisors, reviewers, systems, and clerical personnel, to get input from several different directions as to what is being done right, what is being done wrong, and ways that improvements can be implemented.

As indicated in the quality definition, client understanding and approval is an absolute necessity to quality assurance, so there is a client interview in each of these audits. A summary report is written after management debriefing on audit results, and the City will receive written documentation of the findings.

Formal Quality Assurance Audits will occur on at least two occasions during the project: first, during the data collection; and second at project wrap up with a final detailed written report to the Assessor.

The Company does not want or expect the City to rely solely upon Company statements about job quality. As another part of the Quality Plan, the Company strongly encourages City participation in checking work at all levels as it is completed. The Company has found out that the quicker an error or misunderstanding can be uncovered and eliminated, the better chance we have of achieving our common goals. Therefore, the Company will cooperate fully with the City in its work audit process or with a third party to provide supporting documents and access to quality control records.

At the project level several quality control procedures will be in place. For field data collection personnel we will follow these procedures:

1. The field supervisor will recheck all properties completed during the training period by each data collector. All noted errors are recorded on a QC form and discussed with the employee; corrective action is identified and taken.
2. After the successful completion of the training period the field supervisor will review 25 of the first 100 cards completed by each trainee. The results are recorded on QC forms and discussed with the employee.
3. Throughout the field effort the field supervisor will review at least 5% of the completed cards for each employee within his/her team. A "Quality Check Form" will be completed for each card reviewed.
4. If the results of the quality check are satisfactory, they are discussed with the employee and the pack is turned in to the project office for clerical quality control.
5. If the results of the quality check are unsatisfactory the quality check report is returned to the employee and one of two courses of action is taken:
  - a. A pack with a less significant degree of error but a still unsatisfactory quality report is returned to the employee. The employee corrects the noted errors and rechecks the balance of the cards in the pack for similar errors.
  - b. A significant level of multiple significant errors requires a complete rework of the pack by the employee.
6. Periodic field training exercises are conducted with each employee. The objective is refinement of the employee's basic skills and improvement in targeted problem areas such as productivity and accuracy.
7. Regular reviews are held between the Project Supervisor and all field supervisors for current status regarding quality results, productivity, training and corrective actions.

Spreadsheet records will be kept by the Project Supervisor reflecting (by individual and by work pack) number of parcels completed, number of parcels audited, number of parcels passed, number of parcels with minor errors to be corrected, and number of failed parcels (unacceptable errors).

There will also be clerical spreadsheet records to document errors found during clerical checks which will occur at several points during the project. These reports will be run bi-weekly.

In an effort to increase the quality of the data in the City's CAMA system, as well as involve the public in the process, the Company will mail a Data Mailer (see sample elsewhere in this proposal) to each residential improved taxable property in the City. The Company is often the only proposer to include this important step. The Company believes it to be a critical part of any successful reassessment project. For parcels which have not had an interior inspection, the data mailer will contain language offering the property owner an interior inspection by appointment.

#### 2.10 Facilities

The City will provide, at no cost to the company, the project office including furniture, utilities, all data processing equipment, local telephone services, communications between the server and the company's workstations' adequate light, heat, air conditioning, and parking. Except as may be specifically provided in this Agreement, all vehicles, and office supplies required by the Company for the project shall be provided or paid for by the Company. The City shall provide a site for the informal hearings, preferably a public handicap accessible building with adequate parking for company staff and property owners.

### 3.0 MATERIALS AND DATA TO BE PROVIDED BY CITY

#### 3.1 Parcel Identification Characteristics/Data

Within thirty (30) days of signing, the City shall provide the company access to the City's CAMA file.

#### 3.2 Tax Maps

Within thirty (30) days of contract execution, the City shall provide three (3) sets of maps. Certain data from the GIS-produced maps will also be provided in an electronic format suitable for importing into or use in conjunction with the CAMA file.

#### 3.3 Zoning Classification Data

Within thirty (30) days of contract execution the City shall provide, where available, the zoning classification or classifications for each parcel, correct and current as of the most recent tax lien date prior thereto. This data will be provided in electronic format suitable for importing into the CAMA file.

#### 3.4 Obligation to Keep Current

The City shall continually and currently update the information referred to in Sections 3.1 through 3.6 to the Cutoff Date by written change notices. The last of such written change notices shall be delivered to the Company by the City within fifteen (15) days after the Cutoff Date. The Company may rely on the correctness, completeness, and currency of all such information as of the Cutoff Date.

### 3.5 Sales Information

The City shall continuously and currently provide copies of all sales information available to it with respect to transfers of parcels occurring since January 1, 2009, and ending with the December 31, 2011.

### 3.6 Additional Information

The City shall further assist the Company by providing or making available such other information which it possesses or which is conveniently available to it, including, but not limited to, general assessment records, Pictometry(if available), and ortho photographs.

### 3.7 Postage and Forms

Mass mailings will be an initial pre-data collection leaflet, a data mailer, an income and expense request, notice of new value, and informals change/no change notification. The City is responsible for the costs associated with the income and expense request and the Company will be responsible for the others.

### 3.8 Computer Processing and Supplies

The City will be responsible for all costs required to operate the computers. The City will be responsible for providing the use of the computer during normal working hours. All cost associated with computer access, dedicated phone lines and associated items would be the responsibility of the City.

### 3.9 Parcel Splits

The City will process all parcel splits and combinations within fifteen (15) days of receipt of a deed and forward written change notices to the Company. The last of such written change notices will be delivered to the Company within fifteen (15) days of the "Cutoff Date."

### 3.10 Digital Imagery

Digital images will be taken from public right of way for of all parcels with an improvement. The digital images will be integrated into Unifers.

Images will be taken between late fall or early spring to avoid snow or emerging leaves obstructing the view. Photos will be clearly focused with adequate tint, brightness, and clarity and obstructions will be avoided as it possible. Multiple images will be taken of commercial, industrial, condominium, apartment and utility properties with multiple buildings.

The City will review and accept or reject digital images after development of mutually agreeable quality criteria and reasonable image review deadlines.

## 6.0 PROJECT DELIVERABLES

### 6.1 Property Record Cards

The Company will provide property characteristics and related data in electronic format. The City is responsible for the cost and printing of the final Property Record Card (PRC) if desired.

### 6.2 Manuals

Two (2) bound copies and one .pdf format of the appraisal manual containing information about the general appraisal methods and procedures utilized by the Company and the specific schedules (building cost, depreciation etc.) used on the project.

### 6.3 Sales Ratio Study

The Company shall prepare a Sales Ratio Study of properties from January 1, 2009 to December 31, 2011 or such other timetable as may be agreed upon to support values.

## 7.0 ADDITIONAL SERVICES

### 7.1 Public Relations

A successful public relations effort is in reality a joint function of the City and the Company.

The Company is aware of its highly visible role in the project. In order to achieve public awareness, understanding, and acceptance of the results of the project, the Company will provide the following items as part of a standard public relations package.

1. Periodic regular briefings will be held with the City, including progress reports and discussion of problem areas and solutions.
3. A point of contact for the media will be established and such a contact should act as the reappraisal project spokesperson upon request and approval by the Assessor. The contact will be provided by the Company.
4. Periodic news releases will be issued prior to, during, and after the completion of the project. These releases are particularly important during the data collection phase of the project, prior to release of appraisal figures, and prior to and during informal reviews. Writing assistance for these releases is provided by the Company. Newspaper articles will be presented for clearance to the City Assessor prior to release.
5. Company project personnel will be available for presentations to the public, community leaders, local service organizations, and other groups, and for appearances on radio and TV talk shows. The Assessor will join Company personnel in such presentations, which are typically followed by question and answer periods.

## 7.2 Training

The Company's ability to successfully execute a project and the City's ability to successfully maintain the results of the project are directly related to the quality of training conducted in conjunction with project execution.

### 7.2.1 Company Staff Training

The Company intends to staff key project and appraisal positions with experienced Company personnel. Certain positions will be staffed by personnel hired locally. Personnel hired into these positions (i.e., clerical, data collectors, data entry operators) receive on-the-job training in their duties. Other staff, such as review appraisers, will participate in formal briefing sessions to review comparable sales selection criteria, value adjustment coefficients, and income/expense models prior to review so that they may accurately pass judgment on values being reviewed.

The material prepared in the course of providing this instruction will form the basis for various training documentation that will be used to train City personnel in the various functions.

### 7.2.2 City Staff Training

The City and Company will jointly develop a training program that encompasses the various phases of the reappraisal program. A key to any successful reassessment project is the success of the City's personnel when the project is complete. To further this cause, the Company encourages the City's staff in attending CLT's internal training sessions for all aspects of the project. These training sessions will be a combination of classroom and field work. These will be supplemented with on the job training during the course of the reappraisal.

We will manage the execution of the training plan throughout the project, and will work closely with the City staff to tailor our training materials to meet the requirements of the various personnel. The basis for the tailoring will be our deep understanding of the business processes and office needs identified during the requirements gathering phase of the project. The training sessions will include:

- Classroom lectures and discussions
- "On-the-job" training developed during the actual reappraisal process
- Use of Unifers as an appraisal tool

### Involving and Mentoring Client Staff

Mentoring and development of staff is one of the cornerstones of Tyler | CLT. Since 1938, we have continued to prosper largely because of the care we have taken to ensure the personal growth of our people. We do this well and we will apply this method of operation to your staff as part of this project.

The term “learning curve” refers to the period of time in which an individual learn something new. There is an old saying that states... “What I hear I forget, what I see I remember, what I do I understand.” Our training approach is designed to maximize user understanding by providing considerable hands-on use cases based on underlying client business processes. This approach results in achieving the best possible results that can be yielded in a classroom environment. It is challenging, however, for any student to remember all course work until they have had an opportunity to perform what they have learned a number of times in a live environment.

### 7.3 Communications Plan

Following contract signing, the project manager will initiate meetings with the City’s point of contact to formalize a communications plan. As a beginning point, we propose the communications plan include the following:

#### 1. Project Meetings

a. Monthly Status Meetings - A monthly review of project progress, issues, and proposed changes. The monthly meetings are generally held the same day, time, and place. Items covered in the meetings will include:

- Updated project plan
- Tasks completed during the last reporting period
- Tasks planned for the next reporting period
- Tasks planned for completion during the next reporting period
- Anticipated staffing needs
- Outstanding issues; current status and plans for resolution
- Any issues that can affect schedules
- Any issues that can delay or impact the completion of the project

b. Quarterly Executive Meetings - will be held with the City commissioners, the Assessor, and other City staff to discuss general project topics and to review plans for the next quarter. The intention of this meeting is to ensure visibility into project progress, and facilitate open communications.

## 2. Monthly Status Reports

The project manager will submit monthly written project status reports to the City's point of contact detailing activities, accomplishments, milestones, identified issues, and problems. Each report will include a written summary of progress during the past month, detailing the status of items in the project plan, identification of issues, and proposed resolutions.

## Section 3 Client References List

### Five Year Client List



## Client Reference List

### Delaware

#### **City of Dover, DE**

iasWorld / Appraisal  
Mr. Anthony DePrima, City Manager  
P.O. Box 475  
Dover, DE 19903-0475  
(302) 736-7005

#### **City of Dover, DE**

iasWorld / Appraisal  
Ms. Cheryl Russell, Chief Assessor  
City Hall – The Plaza  
P.O. Box 475  
Dover, DE 19903-0475  
(302) 736-7022

#### **City of Milford, DE**

Univis / Appraisal  
Mr. John Darsney, Assessor  
201 S. Walnut Street  
Milford, DE 19963  
(302) 424-3712

#### **Town of Smyrna, DE**

Univis / Appraisal  
Mr. David Hugg III, Town Manager  
27 S Market Street Plaza  
Smyrna, DE 19977  
(302) 653-9231

### New Jersey

#### **Township of Voorhees**

Univis / Appraisal  
Mr. Michael Kane, CTA, Assessor  
Township of Voorhees  
620 Berlin Road  
Voorhees, NJ 08403  
(609) 429-7767

#### **Borough of West Wildwood**

Univis / Appraisal  
Mr. Joseph Gallagher, CTA, Assessor  
701 Glenwood Ave.  
West Wildwood, NJ 08260  
(609) 522-2444

#### **Township of Middle**

Appraisal  
Ms. Lee Ann Russ, Assessor  
33 Mechanic Street  
Cape May Court House, NJ 08210  
(609) 465-8726

## FIVE YEAR CLIENT LIST

| Client                    | Year Signed            | Type of Service                       |
|---------------------------|------------------------|---------------------------------------|
| <b>Alaska</b>             |                        |                                       |
| Municipality of Anchorage | 2007, 2008, 2009, 2010 | MAS, Landisc                          |
| <b>California</b>         |                        |                                       |
| Alameda County            | 2009, 2010             | AES                                   |
| Contra Costa County       | 2009                   | AES                                   |
| Merced County             | 2010                   | AES                                   |
| Orange County             | 2010                   | AES                                   |
| Riverside County          | 2009, 2010             | AES                                   |
| San Bernardino County     | 2009                   | AES                                   |
| Santa Clara County        | 2009                   | AES                                   |
| San Diego County          | 2007, 2009             | MAS                                   |
|                           | 2010                   | AES, MAS                              |
| San Joaquin County        | 2009, 2010             | AES                                   |
| San Luis Obispo County    | 2010                   | AES                                   |
| Solano County             | 2009, 2010             | AES                                   |
| Sonoma County             | 2010                   | AES                                   |
| Ventura County            | 2009, 2010             | AES                                   |
| <b>Colorado</b>           |                        |                                       |
| Arapahoe County           | 2007, 2008, 2009, 2010 | OASIS                                 |
| Boulder County            | 2010, 2011             | spatialest                            |
| City & County of Denver   | 2007                   | MAS, OASIS                            |
|                           | 2008                   | Landisc                               |
|                           | 2009                   | OASIS Consulting                      |
|                           | 2010                   | Landisc, MAS, OASIS                   |
| Logan County              | 2007                   | IAS                                   |
|                           | 2008                   | iasWorld, IAS Consulting              |
|                           | 2010                   | IAS Consulting, spatialest            |
|                           | 2011                   | IAS Consulting                        |
| <b>Connecticut</b>        |                        |                                       |
| Towns of Avon & Canton    | 2008                   | Appraisal                             |
| Town of Bethel            | 2007, 2008, 2009, 2010 | Landisc, Univers                      |
| City of Bridgeport        | 2007                   | OASIS                                 |
| City of Bristol           | 2007                   | Landisc, Univers                      |
| Town of Canton            | 2008                   | Appraisal Consulting                  |
| Town of Clinton           | 2007                   | Appraisal                             |
| Town of Darien            | 2007                   | Appraisal, iasWorld, Landisc, Univers |
|                           | 2008, 2009             | iasWorld                              |
|                           | 2010                   | Appraisal Consulting, iasWorld        |
| Town of Durham            | 2007, 2008, 2009, 2010 | Appraisal, Landisc, Univers           |
| Town of East Haddam       | 2007                   | Landisc, Univers                      |
| Town of Farmington        | 2007                   | Appraisal                             |
| Town of Franklin          | 2007                   | Appraisal                             |
| Town of Griswold          | 2010                   | Appraisal                             |
| Town of Groton            | 2007                   | Appraisal, iasWorld, Univers          |
|                           | 2008                   | iasWorld, Univers                     |
|                           | 2009                   | iasWorld                              |
|                           | 2010                   | Appraisal, iasWorld                   |

## Five Year Client List

| Client                 | Year Signed            | Type of Service              |
|------------------------|------------------------|------------------------------|
| Town of Killingly      | 2007                   | Landisc, Univers             |
|                        | 2008, 2009             | iasWorld, Landisc            |
|                        | 2010                   | iasWorld                     |
| Town of Lebanon        | 2007                   | Appraisal                    |
| City of Middletown     | 2007                   | Appraisal, Landisc, Univers  |
|                        | 2008, 2009, 2010       | Landisc, Univers             |
| Town of Monroe         | 2007, 2008             | Landisc, Univers             |
|                        | 2009, 2010             | Appraisal, Landisc Univers   |
| Town of Newington      | 2007, 2008, 2009       | iasWorld                     |
|                        | 2010                   | Appraisal, iasWorld          |
| NECCOG                 | 2011                   | Appraisal                    |
| Town of North Branford | 2010                   | Appraisal                    |
| Town of North Haven    | 2007, 2008             | Appraisal, Landisc, Univers  |
|                        | 2009                   | Landisc, Univers             |
|                        | 2010                   | Appraisal Consulting         |
| Town of Plainfield     | 2008, 2010             | iasWorld                     |
| Town of Plainville     | 2007                   | Landisc, Univers             |
|                        | 2008, 2009             | Univers                      |
|                        | 2010                   | Appraisal, Univers           |
| Town of Plymouth       | 2008, 2009, 2010       | Landisc, Univers             |
| Town of Portland       | 2007, 2008, 2009       | Landisc, Univers             |
|                        | 2010                   | Appraisal, Landisc, Univers  |
| Town of Putnam         | 2007                   | Appraisal                    |
| Town of Redding        | 2007, 2008, 2009, 2010 | Univers                      |
| Town of Scotland       | 2007                   | Appraisal                    |
| Town of Southington    | 2007                   | IAS, Landisc                 |
|                        | 2008, 2009, 2010       | iasWorld                     |
|                        | 2011                   | IAS Consulting               |
| Town of Stafford       | 2007, 2008, 2009, 2010 | Landisc, Univers             |
| Town of Sterling       | 2008, 2009, 2010       | iasWorld                     |
| Town of Thomaston      | 2008                   | Appraisal                    |
|                        | 2010                   | Appraisal, Landisc, Univers  |
| Town of Thompson       | 2010                   | Appraisal Consulting         |
| Town of Voluntown      | 2007, 2008             | Univers                      |
|                        | 2009                   | Landisc, Univers             |
| Town of Weston         | 2007, 2008             | Landisc, Univers             |
| Town of Willington     | 2007                   | Appraisal, Landisc, Univers  |
|                        | 2008                   | Appraisal                    |
| Town of Windham        | 2007, 2008, 2009, 2010 | Landisc, Univers             |
| <b>Delaware</b>        |                        |                              |
| City of Dover          | 2007, 2009, 2010       | iasWorld                     |
|                        | 2008                   | Appraisal, iasWorld          |
| City of Milford        | 2008, 2009, 2010       | Landisc, Univers             |
| Town of Smyrna         | 2007, 2008, 2011       | Landisc, Univers             |
|                        | 2009, 2010             | Appraisal                    |
| <b>Florida</b>         |                        |                              |
| Leon                   | 2007                   | IAS                          |
|                        | 2008                   | IAS, IAS Consulting, Landisc |
| Manatee                | 2007                   | IAS, iCare                   |
|                        | 2009                   | IAS Consulting               |
|                        | 2010                   | iasWorld                     |
| Palm Beach County      | 2008, 2009             | IAS, IAS Consulting          |
|                        | 2011                   | iasWorld                     |
| <b>Georgia</b>         |                        |                              |
| Bibb County            | 2007, 2009             | Appraisal                    |

## Five Year Client List

| Client                     | Year Signed            | Type of Service                             |
|----------------------------|------------------------|---------------------------------------------|
| Bulloch County             | 2007, 2008, 2009       | Univers                                     |
| Cobb County                | 2007                   | Appraisal, IAS                              |
|                            | 2008                   | Appraisal, IAS, IAS Consulting              |
|                            | 2009, 2010             | Appraisal, iasWorld, Landisc                |
| Columbia County            | 2008, 2009, 2010       | Landisc                                     |
| Columbus Consolidated Gov. | 2007, 2008, 2009, 2010 | OASIS                                       |
| DeKalb County              | 2008, 2009             | OASIS                                       |
|                            | 2010                   | iasWorld                                    |
| Dougherty County           | 2007                   | Appraisal                                   |
| Fayette County             | 2007, 2009, 2010       | iasWorld                                    |
| Forsyth County             | 2007                   | IAS, iCare                                  |
|                            | 2009                   | iasWorld, IAS Consulting                    |
|                            | 2010, 2011             | iasWorld                                    |
| Fulton County              | 2007, 2008             | IAS, iCare, Landisc                         |
|                            | 2009                   | IAS Consulting, iCare                       |
|                            | 2010                   | iasWorld, IAS BPAS                          |
| Gwinnett County            | 2009                   | Appraisal                                   |
| Pierce County              | 2009                   | Appraisal                                   |
| Stephens County            | 2007, 2008, 2010       | Univers                                     |
| <b>Hawaii</b>              |                        |                                             |
| Hawaii County              | 2007                   | iasWorld                                    |
|                            | 2008, 2009             | iasWorld, IAS BPAS, IAS Consulting          |
|                            | 2010                   | IAS, IAS BPAS                               |
| City & County of Honolulu  | 2007                   | iasWorld                                    |
|                            | 2008                   | iasWorld, IAS Consulting                    |
|                            | 2009                   | IAS, IAS BPAS, IAS Consulting, Landisc      |
|                            | 2010                   | iasWorld, IAS BPAS, IAS Consulting          |
| Kauai County               | 2007, 2008             | iasWorld, Landisc                           |
|                            | 2008, 2009             | iasWorld, IAS BPAS, Landisc                 |
|                            | 2010                   | IAS, IAS BPAS                               |
| Maui County                | 2007                   | IAS                                         |
|                            | 2008                   | iasWorld, IAS BPAS, IAS Consulting, Landisc |
|                            | 2009                   | IAS, IAS BPAS, Landisc                      |
|                            | 2010                   | IAS, IAS BPAS                               |
| <b>Indiana</b>             |                        |                                             |
| Bartholomew County         | 2007, 2008, 2009       | Appraisal                                   |
| Boone County               | 2007                   | Appraisal                                   |
| Clay County                | 2007, 2010             | Appraisal                                   |
| Crawford County            | 2007, 2008, 2009       | Appraisal                                   |
| Dearborn County            | 2009                   | Appraisal                                   |
| Dubois County              | 2007, 2008, 2009, 2010 | Appraisal                                   |
| Fountain County            | 2008, 2010, 2011       | Appraisal                                   |
| Gibson County              | 2007, 2008, 2009, 2011 | Appraisal                                   |
| Greene County              | 2007, 2008, 2010       | Appraisal                                   |
| Henry County               | 2007                   | IAS, Landisc                                |
|                            | 2008                   | iasWorld                                    |
| Jackson County             | 2009, 2010             | Appraisal                                   |
| Jefferson County           | 2009                   | Appraisal                                   |
| Jennings County            | 2007, 2008, 2009       | Appraisal                                   |
| Johnson County             | 2008, 2009             | Appraisal                                   |
| Knox County                | 2010                   | Appraisal                                   |
| LaPorte County             | 2010                   | Appraisal                                   |
| Owens County               | 2008, 2010             | Appraisal                                   |
| Parke County               | 2009, 2010, 2011       | Appraisal                                   |
| Perry County               | 2007, 2008, 2009, 2010 | Appraisal                                   |
| Portage Township           | 2010                   | Appraisal                                   |

## Five Year Client List

| Client              | Year Signed            | Type of Service            |
|---------------------|------------------------|----------------------------|
| Porter County       | 2009, 2010             | Appraisal                  |
| Posey County        | 2010                   | Appraisal                  |
| Ripley County       | 2009                   | Appraisal                  |
| Scott County        | 2007, 2008, 2009, 2011 | Appraisal                  |
| Spencer County      | 2009                   | Appraisal                  |
| Sullivan County     | 2008, 2009, 2010       | Appraisal, iasWorld        |
| Switzerland County  | 2009, 2010, 2011       | Appraisal                  |
| Tippecanoe County   | 2007, 2008, 2009, 2010 | Appraisal                  |
| Vermillion County   | 2009, 2010             | Appraisal                  |
| Warrick County      | 2007, 2008, 2009, 2010 | Appraisal                  |
| Washington County   | 2008, 2009, 2010       | Appraisal                  |
| White County        | 2009, 2010             | Appraisal                  |
| <b>Iowa</b>         |                        |                            |
| Clinton County      | 2008, 2010             | Landisc, Univers           |
| City of Davenport   | 2008, 2009, 2010       | Univers                    |
| <b>Kansas</b>       |                        |                            |
| State of Kansas DOR | 2007, 2008, 2009       | MAS                        |
|                     | 2010                   | MAS, Orion                 |
|                     | 2011                   | Orion                      |
| Butler County       | 2010                   | Orion                      |
| Dickinson County    | 2010                   | Orion                      |
| Douglas County      | 2011                   | Orion                      |
| Finney County       | 2010                   | Orion                      |
| Johnson County      | 2008                   | OASIS                      |
|                     | 2010, 2011             | Orion                      |
| Sedgwick County     | 2007, 2008             | MAS                        |
|                     | 2010, 2011             | Orion                      |
| Shawnee County      | 2007                   | MAS                        |
| Wyandotte County    | 2004, 2007, 2008       | MAS                        |
|                     | 2009                   | Univers                    |
|                     | 2010                   | Orion                      |
| <b>Kentucky</b>     |                        |                            |
| Fayette County      | 2008, 2009, 2010       | iasWorld                   |
| Hardin County       | 2007, 2008, 2009, 2010 | Landisc, Univers           |
| <b>Louisiana</b>    |                        |                            |
| Orleans Parish      | 2007, 2010             | Appraisal                  |
|                     | 2008, 2009             | Appraisal, iasWorld        |
| <b>Maine</b>        |                        |                            |
| City of Bath        | 2008, 2009, 2010       | iasWorld                   |
| City of Lewiston    | 2007                   | Appraisal, Univers         |
|                     | 2008, 2009             | iasWorld                   |
|                     | 2010                   | Appraisal, iasWorld        |
| City of Portland    | 2007, 2008             | iasWorld, Landisc, Univers |
|                     | 2009                   | IAS Consulting             |
|                     | 2010                   | iasWorld                   |
| Town of Wiscasset   | 2008, 2009, 2010       | Appraisal                  |
| <b>Maryland</b>     |                        |                            |
| Baltimore County    | 2007, 2008, 2009, 2010 | OASIS                      |

| Client               | Year Signed                      | Type of Service                                              |
|----------------------|----------------------------------|--------------------------------------------------------------|
| <b>Massachusetts</b> |                                  |                                                              |
| City of Brockton     | 2007, 2008, 2010<br>2009<br>2011 | Appraisal, Landisc, Univers<br>Landisc, Univers<br>Appraisal |
| City of Chicopee     | 2007, 2008, 2009, 2010           | Appraisal, Univers                                           |
| City of Everett      | 2007, 2009<br>2010               | Appraisal<br>Landisc, Univers                                |
| Town of Natick       | 2008<br>2007, 2009, 2010         | Landisc, Univers<br>Appraisal, Landisc, Univers              |
| City of Northampton  | 2007, 2009, 2010<br>2008         | Appraisal, Univers<br>Univers                                |
| City of Peabody      | 2007, 2008, 2009, 2010           | Appraisal, Landisc, Univers                                  |
| City of Pittsfield   | 2007, 2008<br>2009<br>2010       | Appraisal, Univers<br>Univers<br>Appraisal, Univers          |
| City of Portland     | 2009                             | iasWorld                                                     |
| Town of Southborough | 2008                             | Appraisal                                                    |
| City of Springfield  | 2007<br>2008, 2010<br>2009       | Appraisal, IAS<br>Appraisal, iasWorld<br>Appraisal           |
| Town of Stow         | 2007, 2008, 2009, 2010           | Appraisal, Univers                                           |
| <b>Minnesota</b>     |                                  |                                                              |
| Dakota               | 2007, 2008<br>2009               | Gap Analysis<br>iasWorld                                     |
| Olmsted County       | 2010                             | iasWorld                                                     |
| Ramsey County        | 2007, 2010, 2011                 | iasWorld, Landisc                                            |
| <b>Missouri</b>      |                                  |                                                              |
| Cape Girardeau       | 2007, 2008, 2010                 | iasWorld                                                     |
| Greene County        | 2007, 2008, 2009, 2010           | IAS, Landisc                                                 |
| Jackson County       | 2009, 2010                       | Appraisal                                                    |
| Jasper County        | 2008<br>2010, 2011               | iasWorld, Landisc<br>iasWorld                                |
| Knox County          | 2007, 2010                       | Univers                                                      |
| Scotland County      | 2008                             | Univers                                                      |
| St. Louis County     | 2007<br>2008, 2009, 2010         | IAS<br>iasWorld                                              |
| <b>Montana</b>       |                                  |                                                              |
| State of Montana DOR | 2007<br>2010, 2011               | Landisc, MAS<br>Orion                                        |
| <b>Nebraska</b>      |                                  |                                                              |
| State of Nebraska    | 2010                             | Orion                                                        |
| Lancaster County     | 2007, 2008, 2009<br>2010, 2011   | OASIS<br>Orion                                               |
| <b>New Hampshire</b> |                                  |                                                              |
| Town of Allenstown   | 2007, 2008, 2009                 | Landisc, Univers                                             |
| Town of Bristol      | 2007, 2008, 2009, 2010           | Landisc, Univers                                             |
| Town of Conway       | 2007, 2008, 2009, 2010           | Landisc, Univers                                             |
| City of Dover        | 2007, 2008, 2009, 2010           | Landisc, Univers                                             |
| City of Franklin     | 2007, 2008, 2009, 2010           | Landisc, Univers                                             |
| Town of Gilford      | 2007, 2008, 2009, 2010           | Landisc, Univers                                             |
| Town of Holderness   | 2007, 2008, 2009, 2010           | Landisc, Univers                                             |
| City of Keene        | 2007, 2009, 2010<br>2008         | Appraisal<br>iasWorld                                        |

## Five Year Client List

| Client                  | Year Signed                  | Type of Service     |
|-------------------------|------------------------------|---------------------|
| Town of Newington       | 2008, 2009, 2010             | Landisc, Univers    |
| Town of Peterborough    | 2008, 2009                   | Landisc, Univers    |
|                         | 2007, 2008, 2010             | iasWorld            |
| Town of Plaistow        | 2007, 2008, 2010             | Landisc, Univers    |
| City of Portsmouth      | 2007, 2008                   | Landisc, Univers    |
| <b>New Jersey</b>       |                              |                     |
| State of New Jersey DOR | 2008                         | iasWorld            |
| City of Brigantine      | 2008, 2009                   | Appraisal           |
| City of Camden          | 2008                         | Appraisal           |
| Deerfield Township      | 2008, 2010                   | Univers & Landisc   |
| Dennis Township         | 2010                         | Univers             |
| City of North Wildwood  | 2007, 2009, 2011             | Landisc, Univers    |
|                         | 2010                         | Appraisal           |
| City of Salem           | 2008                         | Landisc, Univers    |
| Voorhees Township       | 2008                         | Landisc, Univers    |
| City of Ventnor         | 2008                         | Univers             |
| City of Vineland        | 2007                         | Univers             |
|                         | 2009                         | Landisc, Univers    |
| Voorhees Township       | 2007                         | Landisc, Univers    |
| City of Wildwood        | 2009, 2010                   | Landisc, Univers    |
| City of West Wildwood   | 2007                         | Landisc, Univers    |
|                         | 2008                         | Appraisal           |
| <b>New Mexico</b>       |                              |                     |
| Bernalillo County       | 2008                         | IAS, IAS Consulting |
|                         | 2009, 2010                   | iasWorld            |
| <b>New York</b>         |                              |                     |
| Village of Bronxville   | 2007                         | Appraisal           |
| Town of Brookhaven      | 2007, 2008                   | iasWorld, Landisc   |
|                         | 2009                         | iasWorld            |
| Town of Lewisboro       | 2007, 2008, 2009, 2010       | Univers             |
| Village of Mineloa      | 2008, 2009, 2010             | Univers             |
| Nassau County           | 2007, 2008, 2009             | iasWorld, Landisc   |
|                         | 2010                         | IAS                 |
| City of New York        | 2009                         | MAS                 |
| Town of Southampton     | 2007, 2008, 2009, 2011       | Appraisal           |
| <b>North Carolina</b>   |                              |                     |
| Alamance County         | 2007                         | IAS, Landisc        |
| Alleghany County        | 2007, 2008, 2010             | Landisc, Univers    |
| Anson County            | 2007, 2008, 2009, 2010       | MAS                 |
| Catawba County          | 2007, 2010                   | Univers             |
|                         | 2009                         | Appraisal           |
| Cumberland County       | 2007, 2008, 2009, 2010       | Landisc, OASIS      |
| Currituck County        | 2009                         | iasWorld            |
| Dare County             | 2007, 2008, 2009, 2010, 2011 | iasWorld            |
| Franklin County         | 2007, 2008, 2009, 2010       | iasWorld, Landisc   |
| Greene County           | 2009                         | Univers             |
| Halifax County          | 2007                         | IAS, Landisc        |
|                         | 2008, 2009, 2010             | IAS, Landisc        |
| Hoke County             | 2009                         | Univers             |
| Johnston County         | 2010, 2011                   | spatialest          |
| Lee County              | 2007, 2008, 2009, 2010       | iasWorld            |
| Martin County           | 2007, 2008, 2009, 2010       | Univers             |
| Mecklenburg County      | 2010                         | spatialest          |

## Five Year Client List

| Client             | Year Signed                        | Type of Service                                                                                        |
|--------------------|------------------------------------|--------------------------------------------------------------------------------------------------------|
| Moore County       | 2007, 2008, 2010<br>2009           | MAS<br>IAS, MAS                                                                                        |
| Nash County        | 2007, 2009, 2010<br>2008           | iasWorld, Landisc<br>Appraisal, iasWorld, Landisc                                                      |
| New Hanover County | 2007, 2008, 2011<br>2009           | iasWorld, Landisc<br>iasWorld, Landisc, spatialest                                                     |
| Onslow             | 2007, 2008, 2009, 2010, 2011       | iasWorld                                                                                               |
| Pasquotank County  | 2007, 2008, 2009, 2010             | Univers                                                                                                |
| Randolph County    | 2007, 2008, 2009, 2010             | MAS                                                                                                    |
| Tyrrell County     | 2010                               | Landisc & Univers                                                                                      |
| Watauga County     | 2008, 2009, 2010                   | iasWorld                                                                                               |
| Wilkes County      | 2007, 2009, 2010                   | Landisc, Univers                                                                                       |
| Yadkin County      | 2007                               | Landisc                                                                                                |
| Yancey County      | 2007<br>2010                       | Univers<br>Landisc, Univers                                                                            |
| <b>Ohio</b>        |                                    |                                                                                                        |
| Ashtabula County   | 2008, 2010                         | iasWorld                                                                                               |
| Athens County      | 2007<br>2008<br>2011               | IAS, Landisc<br>Appraisal, IAS, Landisc<br>Appraisal                                                   |
| Auglaize County    | 2007<br>2008<br>2009, 2011<br>2010 | Appraisal, IAS<br>Appraisal, Landisc<br>IAS, Landisc<br>Appraisal, IAS, Landisc                        |
| Butler County      | 2007, 2008<br>2009<br>2010<br>2011 | Appraisal, IAS, iCare, Landisc<br>IAS, iCare, Landisc<br>Appraisal, IAS, iCare, Landisc<br>IAS,        |
| Clark County       | 2008, 2009<br>2010<br>2011         | IAS<br>Appraisal, IAS Consulting, Landisc<br>IAS, Landisc                                              |
| Clermont County    | 2007<br>2008<br>2009<br>2010       | Appraisal, IAS, Landisc<br>Appraisal, IAS, iCare, Landisc<br>iasWorld, iCare<br>iasWorld, IAS, Landisc |
| Coshocton County   | 2007, 2008, 2009<br>2010           | IAS<br>IAS Consulting                                                                                  |
| Fairfield County   | 2007, 2008, 2010                   | IAS                                                                                                    |
| Franklin County    | 2009                               | Appraisal                                                                                              |
| Gallia County      | 2007, 2008<br>2010<br>2011         | Appraisal, IAS<br>Appraisal, IAS, Landisc<br>Appraisal                                                 |
| Greene County      | 2007<br>2008<br>2010<br>2011       | IAS<br>Appraisal, IAS<br>Appraisal<br>IAS                                                              |
| Jackson County     | 2007<br>2009<br>2010<br>2011       | Appraisal, IAS<br>Appraisal<br>Appraisal, Landisc<br>IAS                                               |
| Lake County        | 2007, 2008, 2009, 2011<br>2010     | IAS<br>Appraisal, IAS                                                                                  |
| Lorain County      | 2010                               | Appraisal                                                                                              |
| Montgomery County  | 2007<br>2008, 2009<br>2010<br>2011 | IAS, Landisc<br>Appraisal, iasWorld, Landisc<br>Appraisal<br>iasWorld                                  |

## Five Year Client List

| Client              | Year Signed                        | Type of Service                                                                              |
|---------------------|------------------------------------|----------------------------------------------------------------------------------------------|
| Morgan County       | 2007, 2008<br>2011                 | Appraisal, IAS<br>IAS<br>IAS                                                                 |
| Muskingham County   | 2009, 2010                         | Appraisal                                                                                    |
| Ottawa County       | 2007, 2008, 2009, 2010<br>2011     | IAS<br>iasWorld                                                                              |
| Perry County        | 2007, 2008, 2009                   | IAS                                                                                          |
| Pickaway County     | 2007, 2008, 2009<br>2010<br>2011   | Appraisal, IAS, Landisc, ReCo<br>Appraisal, IAS<br>IAS, ReCo                                 |
| Richland County     | 2007<br>2008<br>2009, 2010         | iasWorld<br>Appraisal, iasWorld, Landisc<br>iasWorld, Landisc                                |
| Scioto County       | 2008, 2010<br>2009                 | Appraisal<br>Digital Images                                                                  |
| Seneca County       | 2007<br>2008<br>2009<br>2010, 2011 | Appraisal, IAS,<br>Appraisal, IAS, Landisc<br>Appraisal, IAS Consulting<br>iasWorld, Landisc |
| Summit County       | 2007, 2008, 2009, 2010             | IAS                                                                                          |
| Wyandot County      | 2010                               | Appraisal                                                                                    |
| <b>Oregon</b>       |                                    |                                                                                              |
| Multnomah County    | 2010                               | Orion                                                                                        |
| <b>Pennsylvania</b> |                                    |                                                                                              |
| Allegheny County    | 2007, 2010                         | Appraisal, IAS                                                                               |
| Armstrong County    | 2007, 2008<br>2011                 | IAS, Landisc<br>IAS, Landisc                                                                 |
| Bedford             | 2007<br>2010<br>2011               | Appraisal, IAS<br>IAS<br>iasWorld                                                            |
| Berks County        | 2007, 2008, 2009, 2010, 2011       | MAS                                                                                          |
| Bucks County        | 2008, 2010                         | iasWorld                                                                                     |
| Carbon County       | 2011                               | Landisc, Univers                                                                             |
| Chester County      | 2008, 2009, 2010                   | IAS, Landisc                                                                                 |
| Clearfield County   | 2007                               | Landisc, Univers                                                                             |
| Columbia County     | 2007, 2008, 2009<br>2010           | IAS<br>IAS Consulting                                                                        |
| Delaware County     | 2007, 2008, 2009                   | IAS, Landisc                                                                                 |
| Erie County         | 2007, 2009, 2011<br>2008, 2010     | IAS, Landisc<br>IAS Consulting                                                               |
| Fayette County      | 2007, 2008, 2009<br>2010           | IAS, iCare, Landisc<br>iCare                                                                 |
| Lancaster County    | 2010                               | spatialest                                                                                   |
| Montgomery County   | 2007, 2008<br>2010                 | iCare<br>IAS, Landisc                                                                        |
| Montour County      | 2009                               | iCare, Landisc, Univers                                                                      |
| Northampton County  | 2007, 2008<br>2009<br>2010, 2011   | IAS, iCare, Landisc<br>Appraisal, IAS, Landisc<br>IAS, Landisc                               |
| Northampton County  | 2009                               | Appraisal                                                                                    |
| Somerset County     | 2007, 2008, 2009, 2010             | MAS                                                                                          |
| Westmoreland County | 2011                               | iasWorld                                                                                     |
| York County         | 2007, 2008<br>2010                 | IAS<br>IAS Consulting                                                                        |

## Five Year Client List

| Client                | Year Signed      | Type of Service              |
|-----------------------|------------------|------------------------------|
| <b>Rhode Island</b>   |                  |                              |
| City of Pawtucket     | 2007             | IAS, Appraisal               |
|                       | 2008             | Appraisal, iasWorld          |
| City of Providence    | 2007             | Appraisal, IAS, Landisc      |
|                       | 2008             | Appraisal, iasWorld, Landisc |
|                       | 2009, 2010, 2011 | Appraisal                    |
| City of Warwick       | 2007             | iCare                        |
| Town of West Warwick  | 2007             | iasWorld, Landisc, Univers   |
|                       | 2008             | Appraisal, iasWorld, Landisc |
|                       | 2010             | iasWorld                     |
| <b>South Carolina</b> |                  |                              |
| Oconee County         | 2010             | Appraisal                    |
| <b>South Dakota</b>   |                  |                              |
| Pennington County     | 2010, 2011       | Orion                        |
| <b>Tennessee</b>      |                  |                              |
| State of Tennessee    | 2007             | iasWorld                     |
| Davidson County       | 2010             | spatialest                   |
| Shelby County         | 2007, 2010       | iasWorld, Landisc            |
|                       | 2008, 2009       | Appraisal, iasWorld, Landisc |
| <b>Texas</b>          |                  |                              |
| Anderson County       | 2010             | Orion                        |
| Aransas County        | 2010, 2011       | Orion                        |
| Bastrop County        | 2010, 2011       | Orion                        |
| Fort Bend County      | 2010, 2011       | Orion                        |
| Franklin County       | 2010, 2011       | Orion                        |
| Galveston County      | 2010, 2011       | Orion                        |
| Grayson County        | 2010             | Orion                        |
| Grimes County         | 2010, 2011       | Orion                        |
| Guadalupe County      | 2010, 2011       | Orion                        |
| Hays County           | 2010, 2011       | Orion                        |
| Hutchinson County     | 2010, 2011       | Orion                        |
| Jackson County        | 2010, 2011       | Orion                        |
| Jasper County         | 2010, 2011       | Orion                        |
| City of Katy          | 2011             | Orion                        |
| Kerr County           | 2010, 2011       | Orion                        |
| Lavaca County         | 2010, 2011       | Orion                        |
| Limestone County      | 2010, 2011       | Orion                        |
| Lubbock County        | 2010, 2011       | Orion                        |
| Medina County         | 2010, 2011       | Orion                        |
| Montgomery County     | 2010, 2011       | Orion                        |
| Newton County         | 2010, 2011       | Orion                        |
| Nueces County         | 2010, 2011       | Orion                        |
| Orange County         | 2010, 2011       | Orion                        |
| Pasadena County       | 2010, 2011       | Orion                        |
| San Jacinto County    | 2010, 2011       | Orion                        |
| San Patricio County   | 2010             | Orion                        |
| Victoria County       | 2010             | Orion                        |
| Washington County     | 2010, 2011       | Orion                        |
| Williamson County     | 2010, 2011       | Orion                        |
| Wood County           | 2010             | Orion                        |
| <b>Vermont</b>        |                  |                              |
| Town of Colchester    | 2007, 2008, 2009 | Univers                      |
| City of Rutland       | 2005             | Appraisal                    |

| Client                     | Year Signed                  | Type of Service              |
|----------------------------|------------------------------|------------------------------|
| <b>Virginia</b>            |                              |                              |
| Fairfax County             | 2007                         | iasWorld, Landisc            |
|                            | 2008                         | iasWorld, iCare, Landisc     |
|                            | 2009, 2010                   | iasWorld, Landisc            |
| Loudoun County             | 2011                         | iasWorld                     |
| Montgomery County          | 2007                         | IAS, Landisc                 |
|                            | 2008, 2009, 2010             | IAS, Landisc                 |
| City of Newport News       | 2011                         | iasWorld                     |
| <b>West Virginia</b>       |                              |                              |
| State of West Virginia     | 2007, 2009                   | IAS                          |
|                            | 2008, 2010                   | Appraisal, IAS               |
| Barbour County             | 2008                         | Appraisal Consulting         |
| Jackson County             | 2007                         | Landisc                      |
| Kanawha County             | 2010, 2011                   | Appraisal                    |
| Mason County               | 2007, 2008, 2010, 2011       | Landisc                      |
|                            | 2009                         | Appraisal, Landisc           |
| Monongalia County          | 2009, 2010                   | Appraisal                    |
| Wetzel                     | 2007                         | Landisc                      |
| <b>Wisconsin</b>           |                              |                              |
| State of Wisconsin DOR     | 2007, 2008, 2009, 2010       | iasWorld                     |
| City of Baraboo            | 2007                         | Univers                      |
| Town of Caledonia          | 2007                         | Appraisal, Univers           |
|                            | 2010, 2011                   | Appraisal                    |
| City of Fond du Lac        | 2007, 2008, 2010, 2011       | Landisc, MAS                 |
|                            | 2009                         | Appraisal, Landisc, MAS      |
| City of Franklin           | 2007, 2009                   | Appraisal                    |
|                            | 2008                         | Appraisal, Univers           |
| Town of Grand Chute        | 2009                         | Appraisal                    |
| City of Green Bay          | 2007, 2008, 2009, 2010, 2011 | MAS                          |
| City of Hartford           | 2009                         | Appraisal, MAS               |
| City of Janesville         | 2007, 2009, 2010             | Appraisal                    |
| Manitowoc Public Utilities | 2007, 2008, 2009, 2010       | IAS                          |
| Village of Menomonee Falls | 2007                         | Appraisal                    |
|                            | 2008                         | Appraisal, IAS, Landisc      |
|                            | 2009, 2010                   | IAS                          |
| Village of Mt. Pleasant    | 2007                         | Univers                      |
| City of Muskego            | 2008                         | Appraisal, iasWorld          |
|                            | 2007, 2009                   | IAS                          |
|                            | 2010                         | IAS, IAS Consulting, Landisc |
| City of Neenah             | 2007, 2008                   | Appraisal, MAS               |
|                            | 2009                         | Appraisal, Landisc, MAS      |
|                            | 2010                         | Appraisal                    |
| City of New Berlin         | 2011                         | Landisc, MAS                 |
|                            | 2007, 2008, 2009             | IAS, Landisc                 |
|                            | 2010                         | IAS, IAS Consulting          |
| City of Oshkosh            | 2007                         | IAS, Landisc                 |
|                            | 2008                         | IAS, iCare, Landisc          |
|                            | 2009                         | iasWorld, iCare, Landisc     |
| City of Sheboygan          | 2007, 2008                   | MAS                          |
| City of Sun Prairie        | 2011                         | Appraisal                    |
| City of Wauwatosa          | 2007, 2008, 2009, 2010       | Univers                      |
| City of West Bend          | 2008, 2009                   | MAS                          |
| Village of Whitefish Bay   | 2007                         | Appraisal, Univers           |
|                            | 2011                         | Appraisal                    |
| City of Wisconsin Rapids   | 2004                         | Landisc, Univers             |

## Five Year Client List

| Client                                                               | Year Signed                          | Type of Service                 |
|----------------------------------------------------------------------|--------------------------------------|---------------------------------|
| <b>Australia</b><br>City of Whittlesea                               | 2011                                 | spatialest                      |
| <b>Canada</b><br>Province of Newfoundland<br>Province of Nova Scotia | 2008, 2009, 2010<br>2008, 2009, 2010 | IAS<br>iasWorld, IAS Consulting |
| <b>United Kingdom</b><br>EDS/England Valuation<br>Office Agency      | 2007, 2008, 2009, 2010               | OASIS                           |

April 2011

## Section 4 Conflict of Interest



## Conflict of Interest Statement

Tyler Technologies sees no conflicts of interest as it relates to conducting a Revaluation Project for the City of Milford.

## Section 5 Litigation Statement



## Litigation & Judgements

CLT joined with **Shelby County, Tennessee** in an action brought by Robert Bates et al against the County and its assessor in Shelby County, Tennessee Chancery Court. The case number is CH-01-1158-1. Bates brought the action against the County as a result of the County's denial to provide, under a Freedom of Information request, data and software in an electronic format. The County maintained that the data was available in hard copy, and that it was not required to provide the requested information in electronic format. CLT petitioned the Court and was allowed to join the case on the side of the County to protect proprietary CLT and Oracle information, which the County is precluded from releasing by virtue of its agreement with CLT. The judge ruled that the non-proprietary data should be provided to Bates. While CLT was satisfied by this decision, the County is appealing it. CLT and the County have filed briefs with the appeals court.

The town of **Milford, New Hampshire** has filed suit against CLT in 2003 claiming breach of contract relative to the April 1, 2000 revaluation. The town accepted the revaluation at the time and continued to use it as a basis for their assessment roll. CLT denied the breach, and the matter moved to arbitration as required by contract. In January of 2006 the arbitrator ruled that CLT was in breach due to CLT's failure to satisfy the New Hampshire Board of Tax and Land Appeal's order to the town to perform a revaluation that would satisfy the Board. The matter was settled to the satisfaction of both parties.

In 2009 **Beach Creek Marina** of North Wildwood, New Jersey filed a lawsuit in Federal Court seeking damages from Tyler and others as a result of the 2006 revaluation we performed for the city. We have filed a motion to dismiss and await the Court's ruling on that motion.

In 2010 **Beach Creek Marina** of North Wildwood, New Jersey filed a lawsuit in New Jersey State Court seeking damages from Tyler and others as a result of the 2006 revaluation we performed for the city. We feel that the case has no merit, and our strategy is still under consideration as the suit was recently (May, 2010) received.



## Section 6 Cost Proposal

State of Delaware Business License

## Cost Breakdown

**Revaluation & Imaging of the City of Milford ..... \$261,200.00**

### Billing Summary

| <u>activity</u>                                        | <u>%</u> | <u>fee</u> |
|--------------------------------------------------------|----------|------------|
| Project Bonding & Commencement                         | 10%      | \$ 26,120  |
| Data Collection & Data Entry                           | 45%      | \$ 117,540 |
| Data Mailer Process                                    | 5%       | \$ 13,060  |
| Image Gathering                                        | 3%       | \$ 7,836   |
| Valuation Analysis                                     | 15%      | \$ 39,180  |
| Valuation Production                                   | 2%       | \$ 5,224   |
| Field Review of Values                                 | 14%      | \$ 36,568  |
| Informals Process                                      | 6%       | \$ 15,672  |
| total                                                  | 100%     | \$ 261,200 |
| <br><u>options</u>                                     |          |            |
| Local Formal Appeal Support > 3 days, per diem, add    |          | \$ 1,100   |
| County, State, or Court Appeal Support, per diem, add  |          | \$ 1,200   |
| <br>Parcel Overage Fee (over 4168 parcels), per parcel |          | <br>\$ 50  |

**Please Note:** Not included in CLT's base proposal are any costs for:

- City computer hardware, software or network hardware/software, software license;
- City printing, postage and mailing costs for any Income & Expense requests;
- City staff effort to review Project work products, to attend training and public meetings or to answer citizen or media inquiries;
- City effort to resolve mapping exceptions;
- Meeting room(s) for Informal Meetings and Formal Appeals meetings/hearings; or
- Any regular or normal City assessment, mapping or clerical activities.

**TIME AND MATERIALS RATES**

Services requested in writing by the City in addition to those covered in this Agreement will be provided by CLT at its time and material rates. Travel and other out-of-pocket expenses will be invoiced at cost.

CLT's hourly time and materials rates are as follows:

|                                 |          |          |
|---------------------------------|----------|----------|
| Senior Company Officer          | \$206.00 | \$257.50 |
| Company Officer                 | 175.00   | 218.75   |
| Program Manager                 | 150.00   | 187.50   |
| Project Supervisor              | 145.00   | 181.25   |
| Application DBA                 | 195.00   | 243.75   |
| Lead Programmer/Analyst         | 140.00   | 175.00   |
| Senior Programmer/Analyst       | 125.00   | 156.25   |
| Senior Appraiser                | 120.00   | 150.00   |
| Senior Technical Writer         | 107.50   | 134.50   |
| Intermediate Programmer/Analyst | 107.50   | 134.50   |
| Technical Writer                | 90.00    | 112.50   |
| Junior Programmer/Analyst       | 90.00    | 112.50   |
| Appraiser                       | 82.50    | 103.00   |
| Administrative Support          | 62.50    | 78.00    |
| Data Collector                  | 62.50    | 78.00    |
| Data Entry Supervisor           | 62.50    | 78.00    |
| Data Entry Operator             | 52.50    | 65.50    |
| Clerical                        | 52.50    | 65.50    |

LICENSE NO. 2005204864 DORAL

STATE OF DELAWARE

VALID

POST CONSPICUOUSLY

DIVISION OF REVENUE

01/01/11 - 12/31/11  
NOT TRANSFERABLE

DLN: 10 83444 75

BUSINESS CODE  
GROUP CODE

377

LICENSED  
ACTIVITY

WHOLESALER-ANY PRODUCTS

DATE ISSUED: 12/20/10

\*\*VALIDATED\*\*

2011

LICENSE FEE: \$ 75.00

MAILING ADDRESS

BUSINESS LICENSE

BUSINESS LOCATION

#BWNKHPS  
#1CFW HF40 2LM1 2Z29#  
TYLER TECHNOLOGIES INC  
5949 SHERRY LN STE 1460  
DALLAS TX 75225-8039



TYLER TECHNOLOGIES INC  
5949 SHERRY LN STE 1460  
DALLAS TX 75225-8039

PATRICK T. CARTER

DIRECTOR OF REVENUE

IS HEREBY LICENSED TO PRACTICE, CONDUCT OR ENGAGE IN THE OCCUPATION  
OR BUSINESS ACTIVITY INDICATED ABOVE IN ACCORDANCE WITH THE LICENSE  
APPLICATION DULY FILED PURSUANT TO TITLE 30, DEL CODE.

IMPORTANT - TEAR AT ABOVE PERFORATION AND DISPLAY IN A PUBLIC LOCATION

Federal E.I. No. or  
Social Security Number 1 75230 3920 002

Business Code 377  
Group Code

Licensed  
Activity WHOLESALER-ANY PRODUCTS

The State of Delaware Business License printed above must be posted in a public area at the location address listed. If you have any questions regarding this license, please call (302) 577-8778.

REPLACEMENT LICENSES

Keep this portion of your license separate, in case you need a replacement for any lost, stolen or destroyed license. A \$15 fee will be charged for the replacement of a license. Send the \$15 along with a copy of this form or provide your Federal Employer Identification Number, or Social Security Number, suffix, Business Code, Business Name and address to Delaware Division of Revenue, Attn.: Business Master File, PO Box 8750, Wilmington, DE 19899-8750. You will receive your replacement license within three to four weeks.

OTHER IMPORTANT INFORMATION

Most licensees are also required to pay either gross receipts or excise taxes in addition to the license fee. You can file these taxes online or obtain a paper form from our website at [www.revenue.delaware.gov](http://www.revenue.delaware.gov). You must submit all business tax returns filed with the Division of Revenue under the same identification number. If you are a sole-proprietor, and have a federal employer identification number, use the employer identification number, not your social security number. Only sole proprietors with no employees are allowed to file under their social security number. Inquiries regarding your coupon booklets to pay withholding, corporate tentative, and Sub Chapter "S" estimated taxes, or to make changes to your name, address, or identification number, should be directed to the Business Master File Unit at (302) 577-8778.

INTERNET SITE

The Division of Revenue web address is: [www.revenue.delaware.gov](http://www.revenue.delaware.gov). Visit our web site for tax tips, links to telephone numbers, forms that you can download, links to other State agencies, the Delaware Code, the publication "Delaware Guide for Small Business" and lots more. Internet filing of personal income tax returns via the Division of Revenue's website is available. Internet filing for Withholding, Gross Receipts and Corporate Tentative payments is also available.

## Section 7 Resumes

|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name</b>                                           | <b>Paul M. Flynn, ASA, Northeast Regional Manager</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Date of Hire</b>                                   | 12/11/78                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Position Responsibilities</b>                      | Responsible for all appraisal operations of Tyler's northeast region.                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Previous Appraisal and Tax Experience</b>          | Regional operations manager, residential/farm data collector, commercial/industrial data collector, residential group leader, residential reviewer, senior residential reviewer, project supervisor                                                                                                                                                                                                                                                                                                                    |
| <b>Education</b>                                      | Central Connecticut State College: Business major<br>University of Connecticut: Business Major                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Technical skills, qualifications or experience</b> | Vermont Certified Revaluation Project Supervisor<br>Connecticut Certified at all levels for revaluation<br>New Hampshire Certified Revaluation Project Supervisor<br>Accredited Senior Appraiser – American Society of Appraisers<br>Member of International, Connecticut, Massachusetts, Rhode Island, New Hampshire, Maine, Northeastern Regional Associations of Assessing Officers, New York State Assessor's Association, Assessors Association of Pennsylvania, Association of Municipal Assessors of New Jersey |
| <b>Appraisal and Tax Project Experience</b>           | Numerous projects in                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|                                                       |                                                                                                                                             |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name</b>                                           | <b>Paul C. Miller, Project Supervisor/Sales Executive</b>                                                                                   |
| <b>Date of Hire</b>                                   | 04/04/97                                                                                                                                    |
| <b>Position Responsibilities</b>                      | Management of real estate appraisal projects and associated staff; sales of real estate appraisal and computer system projects              |
| <b>Previous Appraisal and Tax Experience</b>          | Staff supervisor, group leader, review appraiser                                                                                            |
| <b>Education</b>                                      | Shepherd College – Associate of Arts                                                                                                        |
| <b>Previous Work Experience</b>                       | Delaware Co., DE: Chief Assessor<br>York Co., PA: Assessor                                                                                  |
| <b>Technical skills, qualifications or experience</b> | New Jersey Certified Assessor<br>Certified Pennsylvania Evaluator (CPE)<br>Connecticut Certified Land/Residential and Commercial/Industrial |
| <b>Appraisal and Tax Project Experience</b>           | Camden, Lopatcong, Middle, and West Wildwood, NJ; Delaware and York Counties, PA                                                            |

|                                                       |                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name</b>                                           | <b>Wesley K. Graham, Appraisal Senior Project Supervisor</b>                                                                                                                                                                                                                         |
| <b>Date of Hire</b>                                   | 10/02/04                                                                                                                                                                                                                                                                             |
| <b>Position Responsibilities</b>                      | Management of large real estate mass appraisal projects and associated staff.                                                                                                                                                                                                        |
| <b>Previous Appraisal and Tax Experience</b>          | Project supervisor, residential supervisor                                                                                                                                                                                                                                           |
| <b>Education</b>                                      | Bluefield State College: BS in Mining Engineering                                                                                                                                                                                                                                    |
| <b>Previous Work Experience</b>                       | Manatron, Inc: Project Manager, Regional Manager<br>Sullivan Co., Pennsylvania: Chief Assessor, Tax Claim Directors                                                                                                                                                                  |
| <b>Technical skills, qualifications or experience</b> | Certification Degree Real Estate- Penn State University<br>Certified General Real Estate Appraiser, Certified Pennsylvania Evaluator<br>Real Estate Salesperson License<br>Certified AAP Instructor for CPE Designation<br>IAAO member, Assessors Association of Pennsylvania member |
| <b>Appraisal and Tax Project Experience</b>           | Allegheny and Sullivan Counties, Pennsylvania                                                                                                                                                                                                                                        |

|                                                       |                                                                                                                                                                                                                                       |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name</b>                                           | <b>Eric S. Hardy, Area Manager</b>                                                                                                                                                                                                    |
| <b>Date of Hire</b>                                   | 09/28/83                                                                                                                                                                                                                              |
| <b>Position Responsibilities</b>                      | Management of multiple concurrent mass appraisal projects and associated staff.                                                                                                                                                       |
| <b>Previous Appraisal and Tax Experience</b>          | Project supervisor, review appraiser                                                                                                                                                                                                  |
| <b>Education</b>                                      | Akron University: Earth Sciences, Geography                                                                                                                                                                                           |
| <b>Previous Work Experience</b>                       | John G. Cleminshaw: Appraiser                                                                                                                                                                                                         |
| <b>Technical skills, qualifications or experience</b> | Connecticut Certified Land/Residential, Commercial/Industrial, Personal Property, Project Supervisor<br>Vermont Certified Project Supervisor<br>New Hampshire Certified Project Supervisor<br>IAAO 101, 102, 301, 311, 917<br>ASA 203 |
| <b>Appraisal and Tax Project Experience</b>           | Mass appraisal work in Connecticut, Massachusetts, New York, Vermont, New Hampshire, Rhode Island, Maine, Delaware, New Jersey, Pennsylvania, West Virginia, and Kansas                                                               |

LICENSE NO.

**X1-0000546**

**STATE OF DELAWARE**

DIVISION OF PROFESSIONAL REGULATION

651 Silver Lake Blvd.  
Cannon Building, Suite 203  
Dover, DE 19904-2457

NOT TRANSFERABLE

PROFESSION:

**Certified General Real Property Appraise**

EXPIRATION DATE:

**10/31/2011**

ISSUED TO:

**Wesley K. Graham**

MAILING ADDRESS

**Wesley K. Graham  
PO Box 254  
Laporte PA 18626**



**PROFESSIONAL LICENSE**

THIS CERTIFIES THAT THE PERSON NAMED IS HEREBY LICENSED TO CONDUCT OR ENGAGE IN THE PROFESSION INDICATED ABOVE. THIS DOCUMENT IS DULY ISSUED UNDER THE LAWS OF THE STATE OF DELAWARE.

*Wesley K. Graham*  
\_\_\_\_\_  
LICENSEE SIGNATURE

**267528**

|                                                       |                                                          |
|-------------------------------------------------------|----------------------------------------------------------|
| <b>Name</b>                                           | <b>Ryan S. Zuck, Appraisal Residential Reviewer</b>      |
| <b>Date of Hire</b>                                   | 09/15/08                                                 |
| <b>Position Responsibilities</b>                      | Residential real estate appraisal and defense of values. |
| <b>Previous Appraisal and Tax Experience</b>          | Residential group leader                                 |
| <b>Education</b>                                      | Camden County College                                    |
| <b>Previous Work Experience</b>                       | Malton, NJ: Real Estate Appraiser                        |
| <b>Technical skills, qualifications or experience</b> | Delaware Licensed Appraiser<br>USPAP                     |
| <b>Appraisal and Tax Project Experience</b>           | Dover, DE; Camden, NJ                                    |

|                                                       |                                                                                                                                                                                                                                                      |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Name</b>                                           | <b>Richard W. Arrowood, Residential Review Appraiser</b>                                                                                                                                                                                             |
| <b>Date of Hire</b>                                   | 01/19/09                                                                                                                                                                                                                                             |
| <b>Position Responsibilities</b>                      | Real estate property appraisal and defense of values                                                                                                                                                                                                 |
| <b>Previous Appraisal and Tax Experience</b>          | Commercial review appraiser                                                                                                                                                                                                                          |
| <b>Education</b>                                      | Rutgers University- BA in Business Administration                                                                                                                                                                                                    |
| <b>Previous Work Experience</b>                       | Appraisal Systems, Inc: Commercial Review Appraiser<br>Vital Appraisal Systems: Commercial Appraiser<br>Borough of Laurel Springs, NJ: Tax Assessor<br>Borough of Stratford, NJ: Acting Tax Assessor<br>Borough of Hi-Nella, NJ: Acting Tax Assessor |
| <b>Technical skills, qualifications or experience</b> | Certified Connecticut Land/Residential and Commercial/Industrial<br>IAAO 101, 102, USPAP<br>Rutgers University courses in Property Tax Administration, Real Property Appraisal, Income Approach to Value                                             |
| <b>Appraisal and Tax Project Experience</b>           | Camden, NJ                                                                                                                                                                                                                                           |

## Section 8 Sample Documents

**Sample Pre-List Mailer**  
**Sample Res. PRC**  
**Sample Comm. PRC**  
**Sample Data Mailer**  
**Sample I&E Collection Form**  
**Sample I&E Form**

## City of Dover Revaluation Project

The City of Dover is conducting a revaluation of all 11,600 properties in the City in accordance with a local ordinance requiring a revaluation every 3 years. The City last revalued properties in 2005. The City of Dover has hired Tyler Technologies' CLT Division to conduct the revaluation. This brochure offers a general explanation of revaluation. It describes the process and timetable to assure property owners that this important project will be conducted professionally, uniformly and fairly.

### What Taxpayers want to know

#### *How will I know when data collectors will be in my neighborhood?*

If you have received this brochure in the mail, data collectors will be working in your area of the City within the next month.

Local police will receive advance schedules listing the streets where CLT staff will be working.

#### *Do I have to let the data collector inside?*

While owners or occupants are not obligated to allow a data collector to enter their property, interior information is helpful in generating an accurate appraisal. Characteristics will be estimated if they cannot be observed. Interior inspections enhance overall assessment quality, as there may be conditions apparent from the insides that are not discernible from the outside.

Data Collectors will check items such as:

- Number of bedrooms and bathrooms
- Fireplaces
- Types of heating and cooling systems
- Year house was built
- Basement Type
- General construction, materials and physical condition of the interior and exterior

Personal items such as furniture or décor do not influence the value of a house; they will not be noted. All data collectors will carry identification cards and you should not admit anyone into your home without proper identification.

#### *What if I'm not home?*

If no one is home, the data collector will complete an exterior inspection – including exterior measurements and estimate interior data using the data currently on file for the property as a guideline. Later in the project owners will receive a parcel inventory mailer listing the data upon which the appraisal will be based. At that time any corrections can be made and the owner may also request an appointment for an interior inspection.

#### *What about photography?*

Photographers will gather a digital image of every property in the City of Dover. The outside of each property from the street will be photographed. These images will become part of the City Assessors' computer database.

#### PLEASE NOTE

Data collectors have been trained to identify and record necessary property characteristics quickly and accurately. However, they are **not appraisers** and **will not be able to answer questions regarding property values or taxes.**

#### *What's different about commercial and industrial data collection?*

Much of it is the same as residential collection and will follow roughly the same timetable. Naturally factors will differ from those affecting a house. Information such as building income, expenses and vacancy rates will be gathered in addition to physical characteristics.

#### *When will property owners be notified of new values?*

This information will be mailed to all owners beginning in January 2010. These values will first be used to calculate new tax bills starting with the 2010 tax year.

#### *How will Revaluation affect my taxes?*

By itself, a revaluation is revenue neutral, although it will cause tax burden shifts between

properties. Some owners will see increases while others will see decreases. However, the total amount of taxes collected will depend upon the City budget.

### After Data Collection....

#### Valuation Analysis

After data collection, beginning in the fall of 2009, CLT will perform valuation analysis using Computer Assisted Mass Appraisal (CAMA) techniques. During this process, CLT appraisers analyze local building costs, property sales, commercial income and expense information and other valuation factors to establish preliminary market values. These initial values are then reviewed in the field, along with property images to check for errors and make any necessary corrections.

Beginning in December 2009, CLT will submit the preliminary values to the City of Dover Assessor for review and approval.

#### New Value Notification

Notification of new tentative values will be mailed to all property owners in January 2010. The notice will also have instructions on how to contact CLT to ask questions or schedule a meeting with a CLT appraiser.

**Although formal appeals are filed with the Assessor's Office, the appeals are heard and decided upon by The Board of Assessment Appeals.**

#### Property Owner's Appeal

Informal value review meetings will be conducted by CLT during January and February 2010. If a property owner is not satisfied with the results of an informal review, a formal appeal may be filed with the City of Dover Assessor's Office by April 30, 2010.

**If you have any questions regarding the revaluation project, please call CLT at:**

**1-302-736-4927**

## Tyler | CLT

The City of Dover has hired Tyler Technologies, Inc., CLT Division to conduct the revaluation project. CLT has over 70 years experience. CLT is North America's oldest and largest mass appraisal firm. CLT pioneered Computer Assisted Mass Appraisal (CAMA) in the 1950's and is widely recognized as the industry leader in this field.

CLT has completed over 2,500 projects in 46 states and Canadian provinces appraising over 50,000,000 parcels of real estate and capturing over 6,000,000 property images.

The CLT Team includes expert appraisers, highly skilled computer programmers and analysts experienced in residential, commercial, industrial and agricultural mass appraisal.

### Key Revaluation Dates

Data Collection Begins .....Feb 2009

Photography Begins .....Feb 2009

Valuation Analysis Begins ..... Sept 2009

Notices to Property Owners.....Jan 2010

Informal Value Reviews ..... Jan & Feb 2010

Formal Assessment Appeals..... May 2010

**Note: Property Taxes will not be levied on new assessments until the year 2010.**

Tyler Technologies/CLT  
C/o City of Dover Assessor's Office  
P.O. Box 475  
Dover, DE 19903

# Revaluation Information



## General Questions & Answers

City of Dover,  
Delaware

## Residential Property Record Card - Milford, Delaware

**Property Location:** 512 Kings Hwy

**Account:** 1-30-1.19-004.00

**Map Block No:**

**Class:**      **State Class:** R

**Printed:** Fri, Mar 21, 2003      **Card 1 of 1**

| Current Owner                                               |
|-------------------------------------------------------------|
| French Alvin & Cynthia<br>512 Kings Hwy<br>Milford De 19963 |

| Previous Owner History |      |      |
|------------------------|------|------|
| Name                   | Deed | Date |
|                        |      |      |

| Miscellaneous        |         |
|----------------------|---------|
| <b>Deed Info:</b>    | /- R10  |
| <b>Zoning:</b>       |         |
| <b>Routing No:</b>   | 9961    |
| <b>Neighborhd:</b>   | 101     |
| <b>Living Units:</b> | 1       |
| <b>Census Trct:</b>  |         |
| <b>District:</b>     | 0       |
| <b>Estimates</b>     |         |
| <b>MRA:</b>          | 201,600 |
| <b>Weighted:</b>     | 210,000 |
| <b>Market:</b>       | 214,800 |

| Assessment Information           |         |               |
|----------------------------------|---------|---------------|
| <b>Appraised Value:</b>          | *       | <b>Prior</b>  |
| <b>Land:</b>                     | 56,900  |               |
| <b>Building:</b>                 | 157,900 |               |
| <b>Total:</b>                    | 214,800 |               |
| <b>Assessed Information:</b>     |         |               |
| <b>Code:</b>                     |         | <b>Value:</b> |
| <b>Effective DOV:</b> 12/30/1999 |         |               |
| <b>Value Flag:</b> MARKET VALUE  |         |               |
| <b>Manual Override Reason:</b>   |         |               |

| Notes |
|-------|
|       |

| Entrance Information |       |    |      |                                        |        |
|----------------------|-------|----|------|----------------------------------------|--------|
| Date                 | Time  | ID | Actv | Entrance Code                          | Source |
| 01/22/2002           | 12:45 | ME |      | Ownr Not Hom<br>Entry/Sig<br>Entry/Sig | Other  |

| Sales History |      |       |      |          |
|---------------|------|-------|------|----------|
| Book/Page     | Date | Price | Type | Validity |
|               |      |       |      |          |

| Permit Information |          |       |         |         |
|--------------------|----------|-------|---------|---------|
| Date               | Permit # | Price | Purpose | % Comp. |
|                    |          |       |         | 0       |
|                    |          |       |         | 0       |

| Land Information                   |      |       |                             |                                |
|------------------------------------|------|-------|-----------------------------|--------------------------------|
| Type                               | Size | Grade | Influence Factor 1, 2 and % | Value                          |
| Waterfront                         | S    | 38335 | 0                           | 56,870                         |
| <b>Total Acres for this Parcel</b> |      |       | 0.88                        | <b>Total Land Value</b> 56,900 |

| Out Building Information       |     |      |       |       |       |      |       |       |
|--------------------------------|-----|------|-------|-------|-------|------|-------|-------|
| Type                           | Qty | Year | Size1 | Size2 | Grade | Cond | %Good | Value |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
|                                | 0   | 0    | 0     | 0     |       |      | 0%    | 0     |
| <b>Total OBY for this card</b> |     |      |       |       |       |      |       | 0     |





## Commercial Property Record Card - Milford, Delaware

**Property Location:** Lakeview Ave     
 **Account:** 1-30-3.11-050.00     
 **Map Block No:**     
 **Class:**     
 **State Class:** E     
 **Printed:** Fri, Mar 21, 2003     
 **Card 1 of 1**

| Current Owner                                                |
|--------------------------------------------------------------|
| Milford School District<br>Lakeview Ave.<br>Milford De 19963 |

| Previous Owner History |      |      |  |
|------------------------|------|------|--|
| Name                   | Deed | Date |  |
|                        |      |      |  |

| Miscellaneous        |         |
|----------------------|---------|
| <b>Deed Info:</b>    | /- ·E20 |
| <b>Zoning:</b>       |         |
| <b>Routing No:</b>   | 9902    |
| <b>Neighborhd:</b>   | 303     |
| <b>Living Units:</b> | 0       |
| <b>Census Trct:</b>  |         |
| <b>District:</b>     | 0       |

| Assessment Information           |                      |
|----------------------------------|----------------------|
| <b>Cost Estimate:</b>            | *                    |
| <b>Income:</b>                   | 226,800              |
| <b>Land:</b>                     | 42,700               |
| <b>Bldg:</b>                     | 188,900 <b>Prior</b> |
| <b>Total:</b>                    | 231,600              |
| <b>Assessed Information:</b>     |                      |
| <b>Code:</b>                     | <b>Value:</b>        |
| <b>Effective DOV:</b> 12/30/1999 |                      |
| <b>Value Flag:</b> COST VALUE    |                      |
| <b>Manual Override Reason:</b>   |                      |

| Notes |
|-------|
|       |

| Entrance Information |       |     |      |               |        |
|----------------------|-------|-----|------|---------------|--------|
| Date                 | Time  | ID  | Actv | Entrance Code | Source |
| 02/05/2002           | 11:00 | IDK |      | Entry/Sig     | Other  |
|                      |       |     |      | Entry/Sig     |        |
|                      |       |     |      | Entry/Sig     |        |

| Sales History |      |       |      |          |
|---------------|------|-------|------|----------|
| Book/Page     | Date | Price | Type | Validity |
|               |      |       |      |          |

| Permit Information |          |       |         |         |
|--------------------|----------|-------|---------|---------|
| Date               | Permit # | Price | Purpose | % Comp. |
|                    |          |       |         | 0       |
|                    |          |       |         | 0       |

| Land Information                   |      |       |                             |   |        |
|------------------------------------|------|-------|-----------------------------|---|--------|
| Type                               | Size | Grade | Influence Factor 1, 2 and % |   | Value  |
| Primary                            | S    | 27488 | 0                           | 0 | 42,713 |
| <b>Total Acres for this Parcel</b> |      | 0.631 | <b>Total Land Value</b>     |   | 42,700 |

| Owner/Values: Includes all Land/Buildings/OBYs for this Parcel |         |         |        |         |       |
|----------------------------------------------------------------|---------|---------|--------|---------|-------|
|                                                                | Current | Cost    | Market | Income  | Prior |
| <b>Land:</b>                                                   | 42,700  | 42,700  | 0      | 42,700  | 0     |
| <b>Building:</b>                                               | 188,900 | 188,900 | 0      | 184,100 | 0     |
| <b>Total:</b>                                                  | 231,600 | 231,600 | 0      | 226,800 | 0     |



## Commercial Property Record Card - Milford, Delaware

**Property Location:** Lakeview Ave     
 **Account:** 1-30-3.11-050.00     
 **Map Block No:**     
 **Class:**     
 **State Class:** E     
 **Printed:** Fri, Mar 21, 2003     
 **Card 1 of 1**

### Exterior/Interior Information

| Sec | Levels | Size   | Perimeter | Use Type        | Height | Exterior Walls | Construction Type | Finish | Partitions | Heating | A/C     | Plumbing | Physical Condition | Functional Utility | %Good Override | Unadjusted RCNLD |
|-----|--------|--------|-----------|-----------------|--------|----------------|-------------------|--------|------------|---------|---------|----------|--------------------|--------------------|----------------|------------------|
| 1   | 1-1    | 1x5400 | 308       | Office Building | 13     | Conc. Block    | Wood Joist        | 100    | Normal     | Hot Air | Central | Normal   | Normal             | Normal             | 0%             | 192,320          |
| 0   | -      | 0x0    | 0         |                 | 0      |                |                   | 0      |            |         |         |          |                    |                    | 0%             | 0                |
| 0   | -      | 0x0    | 0         |                 | 0      |                |                   | 0      |            |         |         |          |                    |                    | 0%             | 0                |
| 0   | -      | 0x0    | 0         |                 | 0      |                |                   | 0      |            |         |         |          |                    |                    | 0%             | 0                |
| 0   | -      | 0x0    | 0         |                 | 0      |                |                   | 0      |            |         |         |          |                    |                    | 0%             | 0                |
| 0   | -      | 0x0    | 0         |                 | 0      |                |                   | 0      |            |         |         |          |                    |                    | 0%             | 0                |
| 0   | -      | 0x0    | 0         |                 | 0      |                |                   | 0      |            |         |         |          |                    |                    | 0%             | 0                |
| 0   | -      | 0x0    | 0         |                 | 0      |                |                   | 0      |            |         |         |          |                    |                    | 0%             | 0                |
| 0   | -      | 0x0    | 0         |                 | 0      |                |                   | 0      |            |         |         |          |                    |                    | 0%             | 0                |

### Building Information

**Building No:** 1  
**Year Built:** 1950  
**No of Units:** 0  
**Structure Type:** Office Building - Low-Rise  
**Grade:** C-  
**Identical Units:** 1  
**Efficiencies:** 0  
**1 Bedroom Apts:** 0  
**2 Bedroom Apts:** 0  
**3 Bedroom Apts:** 0  
**Covered Park:** 0  
**Uncovered Park:** 0  
**Notes:**

### Building Summary

**Total Unadjusted RCN:** 384,640  
**Average Percent Good:** .50  
**Total Unadjusted RCNLD:** 176,930  
**Grade Factor:** 0.92  
**No of Identical Units:** 1  
**Economic Cond Factor:** 1.00  
**RCNLD:** 176,930

### Income Approach Summary

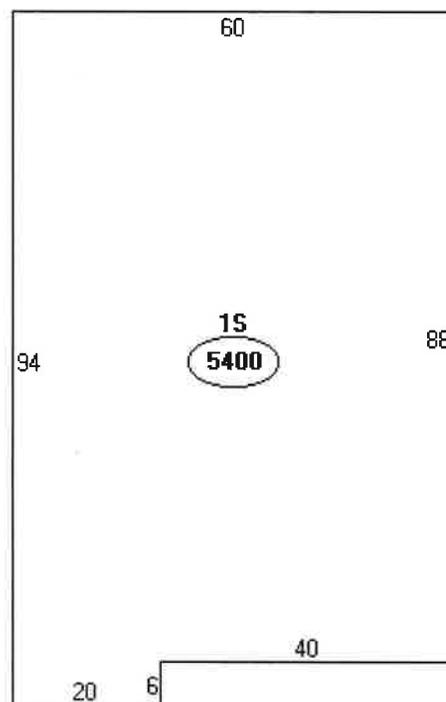
**Net Rentable Area:** 5,400  
**Efficiencies:** 0  
**1Br:** 0    **2Br:** 0    **3Br:** 0  
**# of Units:** 0  
**PGI:** 43,200  
**EGI:** 38,880  
**Expenses:** 11,664  
**NOI:** 27,216  
**Cap Rate:** 12  
**Residual Land:**  
**Income Ind Value:** 226,800

### Out Building Information

| StructureCode   | +/- | Lgth/ Width | Ident. SqFt | Units | Gr | Physical Condition | Functional Utility | Percent Year | Good | RCNLD  |
|-----------------|-----|-------------|-------------|-------|----|--------------------|--------------------|--------------|------|--------|
| Asphalt Parking | 1   | 13000       | 1           |       |    | Normal             | Normal             | 1975         | 0%   | 11,980 |
|                 | 0   | 0           | 0           |       |    |                    |                    | 0            | 0%   | 0      |
|                 | 0   | 0           | 0           |       |    |                    |                    | 0            | 0%   | 0      |
|                 | 0   | 0           | 0           |       |    |                    |                    | 0            | 0%   | 0      |
|                 | 0   | 0           | 0           |       |    |                    |                    | 0            | 0%   | 0      |

### Building Other Information

| Line                 | StructureCode | +/- | Measure 1 | Measure 2 | IdenticalUnits |
|----------------------|---------------|-----|-----------|-----------|----------------|
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| 0                    |               |     | 0         | 0         | 0              |
| Total Other Features |               |     |           |           | 0              |



**Descriptor/Area**  
 A: 1S  
 5400 sqft

Cole-Layer-Trumble Co.  
C/O City of North Wildwood  
REVALUATION PROJECT  
P.O Box 177  
North Wildwood, NJ 19977

Date: Thursday, September 16, 2010  
Property Location: 928 Ash Ave R-22  
Parcel ID: 00001 01 00001

Telephone (609)555-0863  
Fax (800)654-0757



Orlando, Kenneth John & Jeanne M  
185 Sellersville Rd  
Chalfont PA 18914

The information below was collected or estimated for your property. Please review the information, making corrections where needed and return the corrected copy to the Colchester Municipal Offices before August 16, 2002. The sketch is based on exterior measurements. Please read the reverse side of this letter for explanations of the terms and data used on the form before making corrections to it. Prompt attention to this form will help insure that your 2001 assessment will be based on the most accurate information possible.

Thank you for attention to this important matter

IF THE INFORMATION IS CORRECT, THERE IS NO NEED TO REPLY

NOTE: When returning, please include a daytime phone number so that we may call you for clarification, if necessary.

|                      |                                |
|----------------------|--------------------------------|
| <b>Dwelling Data</b> | Total Living Area: 1853        |
| Style: Condo         | Total Rooms: 6                 |
| Exterior Wall: Frame | Total Bedrooms: 3              |
| Story Height: 2      | Total Full Baths: 2            |
| Attic: None          | Total Half Baths: 1            |
| Basement: Cb_crawl   | Rec Room Area: 0               |
| Year Built: 2004     | Finish Basement Living Area: 0 |
| System Type: None    | W/D Fireplace Openings: 1      |

Name \_\_\_\_\_

Daytime Phone \_\_\_\_\_

Date \_\_\_\_\_

**City of Camden Revaluation Project  
Field I & E Collection Form**

Map \_\_\_\_\_ Block \_\_\_\_\_ Lot \_\_\_\_\_ Qual \_\_\_\_\_ Routing \_\_\_\_\_

Property known as: \_\_\_\_\_

Data Collector: \_\_\_\_\_ Date: \_\_\_\_\_

Info regarding or from: \_\_\_\_\_

Area rented: \_\_\_\_\_

Rent: Amount \_\_\_\_\_

Lease term \_\_\_\_\_

Overage \_\_\_\_\_

Expenses: Amount \_\_\_\_\_

Paid by \_\_\_\_\_

Other \_\_\_\_\_

Info regarding or from: \_\_\_\_\_

Area rented: \_\_\_\_\_

Rent: Amount \_\_\_\_\_

Lease term \_\_\_\_\_

Overage \_\_\_\_\_

Expenses: Amount \_\_\_\_\_

Paid by \_\_\_\_\_

Other \_\_\_\_\_

Info regarding or from: \_\_\_\_\_

Area rented: \_\_\_\_\_

Rent: Amount \_\_\_\_\_

Lease term \_\_\_\_\_

Overage \_\_\_\_\_

Expenses: Amount \_\_\_\_\_

Paid by \_\_\_\_\_

Other \_\_\_\_\_

Info regarding or from: \_\_\_\_\_

Area rented: \_\_\_\_\_

Rent: Amount \_\_\_\_\_

Lease term \_\_\_\_\_

Overage \_\_\_\_\_

Expenses: Amount \_\_\_\_\_

Paid by \_\_\_\_\_

Other \_\_\_\_\_

Owner 1  
Mailing Address  
City, State Zip

Dear Property Owner,

The City of Providence Revaluation Project is underway. This is a state mandated project, which requires periodic analysis of properties to determine the fair market value of all property located in the City of Providence. Tyler Technologies| CLT Division, the firm that conducted the full revaluation in 1999 and the statistical revaluation updates in 2003 and 2006, is the same firm that has been retained to conduct this update of assessments effective for a taxable status date of December 31, 2009.

At this time, the Assessor's office is collecting the economic information for all commercial, apartment and industrial property. Completing the enclosed form is critical for analysis of current economic conditions within the City. The analysis of the returns will provide an important basis for the income approach to value. Please note that we are seeking information regarding the income and expense attributable to the rental or leasing of your real estate during the 2008 calendar year. One return is needed for each property you own. If you have the requested information in an alternate format, please attach it to a signed blank form. Returns should be mailed to the address below.

Providence Assessor's Office  
Providence City Hall – Room 208  
25 Dorrance Street  
Providence, RI 02903

Once completed, sign and return to the above address. Please do not include any of your personal financial information.

**The information you furnish will be held in strict confidence and is not public record.** Failure to respond will require the Company to estimate these figures. Your cooperation is imperative to guarantee equitable assessments.

Please return the questionnaire by: **April 24, 2009**

For additional information contact:  
**Tyler Technologies | CLT Division**  
c/o Assessors Office  
Providence City Hall  
25 Dorrance Street Room 208  
Providence, RI 02903  
(401) 421-5900 ext 630

**or** **City of Providence Assessor's Office**  
(401) 421-5900 ext 229

# 2009 Commercial/Industrial Income and Expense Report

Providence City Hall  
Tax Assessor –Room 208  
25 Dorrance Street  
Providence, RI 02903

## FILING INSTRUCTIONS

- **Who should file:** All individuals and businesses receiving this form should complete and return it to the City of Providence Assessor's Office. All owners of properties, which are rented or leased, including commercial, retail, industrial and residential properties are asked to complete this Income and Expense Report
- **Owner-occupied properties.** If your property is 100% owner-occupied, you need only return this form indicating that the owner of the real estate and the owner of the business occupying the real estate are exactly the same; and that no lease exists and no rental payments are being made (including payment of the mortgage) by the business occupying the real estate. Real estate occupied by a business and owned by a principal of the business are not owner-occupied properties and must complete the form in full.
- **Owners of multiple properties.** A separate report must be filed for each property in the City of Providence. An income and expense report summary page and the appropriate income schedule must be completed for each rental property.

## GENERAL INSTRUCTIONS: All information should be for the calendar year 2009.

- Correct any ownership or property information shown that is incorrect.
- Complete questions 1 through 6
- Complete **Rental Information for 2009** (non-apartment spaces)
- Complete **Apartment Rental Information for 2009**
- Complete **Expense Information for 2009**

**Rental Information for 2009** (non-apartment spaces) **INSTRUCTIONS:** provide non-residential rental information. A computer printout is acceptable, providing all the required information is provided.

- **Escalation** is the amount, in dollars, of adjustment to base rent either pre-set or tied to an inflation index. If an option provision or base rent increase provision is in the lease indicate the percentage or increment and time period. **Common Area Maintenance** is income received from charges to tenant for common area maintenance, or other income received from the common area property. **OVERAGE** is an additional fee or rental income usually based on a percent of sales or income.
- **PARKING:** Indicate the number of parking spaces and annual rent for each tenant, include spaces or areas leased or rented to a tenant as a concession.
- **INTERIOR FINISH:** Indicate whether tenant or owner provided interior finish and at what cost.

**Apartment Rental Information for 2009 INSTRUCTIONS:** provide residential rental information. A computer printout is acceptable providing all the required information is provided.

- Complete and return the form to the **City of Providence Assessor's Office. If you have any questions, please call the Assessor's office at (401) 421-5900 ext. 229 or, Tyler Technologies| CLT Division at (401) 421-5900 ext. 630**

**PLEASE RETURN THE INCOME & EXPENSE REPORT ON OR BEFORE May 29, 2009.**

Owner Name MARINUCCI, ANTONIO  
Mailing Address 167 WALLACE ST

00000180018

City/State/Zip PROVIDENCE, RI 02909-3815

Property Location CORLISS LANDING SLIPS

1 **Primary Use** (Check One)  Apartment  Office  Retail  Mixed Use  Shopping Center  Industrial  Other \_\_\_\_\_

2 Gross Building Area (Including Owner-Occupied Space) \_\_\_\_\_ Sq. Ft. 6 Number of Parking Spaces \_\_\_\_\_  
3 Net Leasable Area \_\_\_\_\_ Sq. Ft. 7 Actual Year Built \_\_\_\_\_  
4 Owner-Occupied Area \_\_\_\_\_ Sq. Ft. 8 Year Remodeled \_\_\_\_\_  
5 Number of Units \_\_\_\_\_

**INCOME**

**EXPENSES**

9 Apartment Rentals (From Schedule A) \_\_\_\_\_  
10 Office Rentals (From Schedule B) \_\_\_\_\_  
11 Retail Rentals (From Schedule B) \_\_\_\_\_  
12 Mixed Rentals (From Schedule B) \_\_\_\_\_  
13 Shopping Center Rentals (From Schedule B) \_\_\_\_\_  
14 Industrial Rentals (From Schedule B) \_\_\_\_\_  
15 Other Rentals (From Schedule B) \_\_\_\_\_  
16 Parking Rentals \_\_\_\_\_  
17 Other Property Income \_\_\_\_\_  
18 **TOTAL POTENTIAL INCOME**  
(Add Line 9 through Line 17) \_\_\_\_\_  
19 Loss Due to Vacancy and Credit \_\_\_\_\_  
20 **EFFECTIVE ANNUAL INCOME**  
(Line 18 Minus Line 19) \_\_\_\_\_

21 Heating/Air Conditioning \_\_\_\_\_  
22 Electricity \_\_\_\_\_  
23 Other Utilities \_\_\_\_\_  
24 Payroll (Except management) \_\_\_\_\_  
25 Supplies \_\_\_\_\_  
26 Management \_\_\_\_\_  
27 Insurance \_\_\_\_\_  
28 Common Area Maintenance \_\_\_\_\_  
29 Leasing Fees/Commissions/Advertising \_\_\_\_\_  
30 Legal and Accounting \_\_\_\_\_  
31 Elevator Maintenance \_\_\_\_\_  
32 Tenant Improvements \_\_\_\_\_  
33 General Repairs \_\_\_\_\_  
34 Other (Specify) \_\_\_\_\_  
35 Other (Specify) \_\_\_\_\_  
36 Other (Specify) \_\_\_\_\_  
37 Security \_\_\_\_\_  
38 **TOTAL EXPENSES** \_\_\_\_\_  
39 **NET OPERATING INCOME** \_\_\_\_\_  
40 Capital Expenses \_\_\_\_\_  
41 Real Estate Taxes \_\_\_\_\_  
42 Mortgage Payment (Principal & Interest) \_\_\_\_\_



**COPY AND ATTACH IF ADDITIONAL PAGES ARE NEEDED**

**VERIFICATION OF PURCHASE PRICE**

Purchase Price: \$ \_\_\_\_\_ Down Payment: \$ \_\_\_\_\_ Date of Purchase: \_\_\_\_\_

Date of Last Appraisal: \_\_\_\_\_ Appraisal Firm: \_\_\_\_\_ Appraised Value: \$ \_\_\_\_\_

|                   |          |                        |                                    |                                |                                   |
|-------------------|----------|------------------------|------------------------------------|--------------------------------|-----------------------------------|
| First Mortgage:   | \$ _____ | Interest Rate: _____ % | Payment Schedule Term: _____ Years | <input type="checkbox"/> Fixed | <input type="checkbox"/> Variable |
| Second Mortgage:  | \$ _____ | Interest Rate: _____ % | Payment Schedule Term: _____ Years | <input type="checkbox"/> Fixed | <input type="checkbox"/> Variable |
| Other:            | \$ _____ | Interest Rate: _____ % | Payment Schedule Term: _____ Years | <input type="checkbox"/> Fixed | <input type="checkbox"/> Variable |
| Chattel Mortgage: | \$ _____ | Interest Rate: _____ % | Payment Schedule Term: _____ Years | <input type="checkbox"/> Fixed | <input type="checkbox"/> Variable |

Did the purchase price include a payment for: Furniture? \$ \_\_\_\_\_ (Value) Equipment? \$ \_\_\_\_\_ (Value) Other? \$ \_\_\_\_\_ (Value)

Has the property been listed for sale since your purchase?  Yes  No

If Yes, list the asking price: \$ \_\_\_\_\_ Date Listed: \_\_\_\_\_ Broker: \_\_\_\_\_

Remarks – Please explain any special circumstances or reasons concerning your purchase (i.e. vacancy, conditions of sale, etc):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**I DO HEREBY DECLARE UNDER PENALTIES OF FALSE STATEMENT THAT THE FOREGOING INFORMATION, ACCORDING TO THE BEST OF MY KNOWLEDGE, REMEMBRANCE AND BELIEF, IS A COMPLETE AND TRUE STATEMENT OF ALL THE INCOME AND EXPENSES ATTRIBUTABLE TO THE ABOVE IDENTIFIED PROPERTY.**

Signature: \_\_\_\_\_ Name (Print): \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_ Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

**A PROPOSAL FOR:**

The City of Milford, Delaware: *Revaluation Services for the 2012  
Assessment for the City of Milford*

---



RECEIVED

MAY 17 2011

CITY OF MILFORD

Mr. David W. Baird  
City Manager, City of Milford

May 11, 2011

Re: Tax Status of Parcel,#3-30-11.00-056.00  
Mr. Wiggles,LLC

Dear David,

This letter is our [KPG] formal request of the City to re-established the tax exempt status of the property known as Mr. Wiggles, LLC., formally known as the McColley farm.

It's our understanding that the tax exempt status of the property changed due to the change in ownership in 2010, and our request to reinstate the 'exempt' status which requires City Council approval.

Presently, this property remains in a farming operation as it was in 2010.

Our request is to have the tax exemption consideration for Mr. Wiggles, LLC be placed on City Council's May 23, 2011 meeting agenda.

Sincerely,

A handwritten signature in black ink that reads 'David R. Hitchens'. The signature is fluid and cursive.

David R. Hitchens  
VP, Key Properties Group

cc: Mr.Elmer Fannin  
Councilman Garrett Grier  
Councilman Steve Johnson

# City of Milford



## RESOLUTION 2011-6

**WHEREAS, the provisions of Article VII, Section 7.06 of the Charter of the City of Milford state that Council shall cause a copy of the General Assessment to be hung in two public places in the City of Milford and there to remain for the space of ten days for public information; and**

**WHEREAS, attached to said copies shall be notice of the day, hour and place that Council will sit as a Board of Revision and Appeal for said General Assessment.**

**NOW, THEREFORE, BE IT RESOLVED, that on Monday, the 25<sup>th</sup> day of July 2011 at 7:00 p.m., the City Council of the City of Milford will sit as a Board of Revision and Appeal for the 2011-2012 General Assessment.**

**Mayor Joseph Ronnie Rogers**

Attest: \_\_\_\_\_  
City Clerk

**Adopted: June 13, 2011**

# City of Milford



## RESOLUTION 201 1-7

### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILFORD, DELAWARE SUPPORTING THE LIVE NEAR YOUR WORK PROGRAM.

WHEREAS, the Council of the City of Milford believes it is important to increase the percentage of home ownership in the City as a means of helping to maintain and revitalize the City's neighborhoods; and

WHEREAS, on April 12, 2004, the Council of the City of Milford, Delaware originally adopted a resolution approving the development of a Live Near Your Work ("LNYW") Program within the City of Milford ("City") in cooperation with local employers and the Delaware State Housing Authority ("DSHA"); and

NOW, THEREFORE, BE IT RESOLVED, it is agreed by and between the parties hereto as follows:

The City Council hereby authorizes the City Manager to be the Administrator of the LNYW Program for the City of Milford.

The Administrator shall implement and administer the LNYW Program with care, skill and diligence in a manner that ensures fairness, impartiality and nondiscrimination with respect to all LNYW program applicants.

The City of Milford has designated LNYW targeted neighborhoods within the City of Milford.

The City of Milford authorizes the expenditure or other incentive(s) of \$1,000 per approved application for this program, subject to a maximum expenditure for the program, during the Fiscal Year of 2011-2012 of \$5,000, which will be appropriated in the City's FY 2011-2012 budget for this program.

The City of Milford will provide the local financial assistance to qualified applicant(s) at the time of settlement; and

The City of Milford will carry out these activities in accordance with the LNYW Program and all applicable Federal, State and local laws.

ATTEST:

\_\_\_\_\_  
City Clerk

CITY OF MILFORD

\_\_\_\_\_  
Mayor Joseph R. Rogers

Adopted June 13, 2011

CITY OF MILFORD ORDINANCE 2011-16

NOTICE IS HEREBY GIVEN the following ordinance is currently under review by Milford City Council:

ORDINANCE 2011-16

WHEREAS, the City continues to encourage the building of residential and commercial structures within the City limits; and

WHEREAS, the waiver of impact fees authorized by Ordinance 2010-8 and Ordinance 2010-16 led to more projects being launched; and

WHEREAS, City Council has learned that building permit values increased in 2010 and 2011 when compared to the same period in 2009; and

WHEREAS, to further stimulate the local economy, it is in the City of Milford's best interest to extend for an additional twelve months the waiver of sewer impact fees.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. Chapter 185 of the Code of the City of Milford, entitled Sewers, Article III §24 Impact Fee Established, §185-24-D shall be amended by extending the deadline from June 30, 2011 to June 30, 2012 as follows:

§185-24 D. The sewer impact fee described in §185-24C shall be waived for all permits issued between June 3, 2010 and ~~June 30, 2011~~ June 30, 2012. The waiver shall be for a maximum of 5 EDUs per project. The City will continue to collect the impact fee charged by Kent County during this period.

Section 2. Chapter 185 of the Code of the City of Milford, §185-24-D(1) and §185-24-D(1) shall remain in effect until the extended deadline of ~~June 30, 2011~~ June 30, 2012.

§185-24 D (1) To qualify for the impact fee waiver, construction must be completed and a certificate of occupancy received in accordance with the following schedule:

|                           |           |
|---------------------------|-----------|
| Single Family Residential | 6 Months  |
| Multi Family Residential  | 12 Months |
| Commercial                | 12 Months |

§185-24 D (2) Any structure that does not receive a certificate of occupancy in accordance with this schedule shall be ineligible for the impact fee waiver and shall pay the required impact fee in full prior to the issuance of a certificate of occupancy.

Section 3. Dates

Introduction to City Council—June 13, 2011

Projected Adoption by City Council—June 27, 2011

Projected Effective Date—July 7, 2011 - June 30, 2012

Complete copies of the City of Milford Code are available for review at the City Clerk's Office at Milford City Hall, 201 South Walnut Street, Milford, Delaware or on the website [cityofmilford.com](http://cityofmilford.com)

By: Terri K. Hudson, CMC  
City Clerk

CITY OF MILFORD ORDINANCE 2011-17

NOTICE IS HEREBY GIVEN the following ordinance is currently under review by Milford City Council:

ORDINANCE 2011-17

WHEREAS, the City continues to encourage the building of residential and commercial structures within the City limits; and

WHEREAS, the waiver of impact fees authorized by Ordinance 2010-9 and 2010-17 led to more projects being launched; and

WHEREAS, City Council has learned that building permit values increased in 2010 and 2010 when compared to the same period in 2009; and

WHEREAS, to further stimulate the local economy, it is in the City of Milford's best interest to extend for an additional twelve months the waiver of water impact fees.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. Chapter 222 §31 of the Code of the City of Milford, entitled Water, shall be amended by extending the deadline from June 30, 2011 to June 30, 2012 as follows:

§222-31 I. The water impact fee described in §222-31H shall be waived for all permits issued between June 3, 2010 and ~~June 30, 2011~~ June 30, 2012. The waiver shall be for a maximum of 5 EDUs per project.

Section 2. Chapter 222 of the Code of the City of Milford, §222-31-I (1) and §222-31-I (2) shall remain in effect until the extended deadline of ~~June 30, 2011~~ June 30, 2012.

§222-31 I. (1) To qualify for the impact fee waiver, construction must be completed and a certificate of occupancy received in accordance with the following schedule:

|                           |           |
|---------------------------|-----------|
| Single Family Residential | 6 Months  |
| Multi Family Residential  | 12 Months |
| Commercial                | 12 Months |

§222-31 I. (2) Any structure that does not receive a certificate of occupancy in accordance with this schedule shall be ineligible for the impact fee waiver and shall pay the required impact fee in full prior to the issuance of a certificate of occupancy.

Section 3. Dates

Introduction to City Council—June 13, 2011

Projected Adoption by City Council—June 27, 2011

Projected Effective Date—July 7, 2011 - June 30, 2012

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By: Terri K. Hudson, CMC  
City Clerk

CITY OF MILFORD ORDINANCE 2011-18

NOTICE IS HEREBY GIVEN the following ordinance is currently under review by Milford City Council:

ORDINANCE 2011-18

WHEREAS, the City continues to encourage the building of residential and commercial structures within the City limits; and

WHEREAS, the waiver of impact fees authorized by Ordinance 2010-10 and Ordinance 2010-18 led to more projects being launched; and

WHEREAS, City Council has learned that building permit values increased in 2010 and 2011 when compared to the same period in 2009; and

WHEREAS, to further stimulate the local economy, it is in the City of Milford's best interest to extend for an additional six months the waiver of water impact fees.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. Chapter 119 of the Code of the City of Milford, entitled Electrical Standards, shall be amended by extending the deadline for the waiver of Electric Impact Fees as follows:

The electric impact fee established under this Chapter shall be waived for all permits issued between June 3, 2010 and ~~June 30, 2011~~ June 30, 2012.

Section 2. The following sections of Chapter 119 of the Code of the City of Milford shall remain in effect until the extended deadline of ~~June 30, 2011~~ June 30, 2012:

To qualify for the impact fee waiver, construction must be completed and a certificate of occupancy received in accordance with the following schedule:

|                           |           |
|---------------------------|-----------|
| Single Family Residential | 6 Months  |
| Multi Family Residential  | 12 Months |
| Commercial                | 12 Months |

Any structure that does not receive a certificate of occupancy in accordance with this schedule shall be ineligible for the impact fee waiver and shall pay the required impact fee in full prior to the issuance of a certificate of occupancy.

Section 3. Dates

Introduction to City Council—June 13, 2011

Projected Adoption by City Council—June 27, 2011

Projected Effective Date—July 7, 2011 - June 30, 2012

Complete copies of the City of Milford Code are available for review at the City Clerk's Office at Milford City Hall, 201 South Walnut Street, Milford, Delaware or on the website [cityofmilford.com](http://cityofmilford.com)

By: Terri K. Hudson, CMC  
City Clerk

## CITY OF MILFORD ORDINANCE 2011-19

NOTICE IS HEREBY GIVEN the following ordinance is currently under review by Milford City Council:

ORDINANCE 2011-19

WHEREAS, the City desires to encourage the building of residential and commercial structures within the City limits; and,

WHEREAS, it is recognized that financial incentives are an effective means of encouraging individuals and corporations to invest in the City of Milford; and,

WHEREAS, investment within the City of Milford creates opportunities for temporary and permanent employment, expands the City's tax base, and increases the use of City utilities; and

WHEREAS, on May 24, 2010, Milford City Council enacted Ordinance 2010-7 which initially provided a one year tax exemption for improvements on any property located within the City of Milford; and

WHEREAS, an additional one year extension represents the City of Milford is doing all it can to help stimulate an economic recovery.

NOW, THEREFORE THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. Chapter 204 of the Code of the City of Milford, entitled Taxation, is hereby amended to include a new Article to read as follows:

### ARTICLE II—EXEMPTION OF NEW IMPROVEMENTS ADDED TO PROPERTY

#### §204-6 Eligibility for new improvement exemption of real property taxes.

The exemption shall apply to any improvement to any property (residential, commercial, industrial, etc.) located within the City limits that results in an increase in the improvement assessment as contained in the City's General Assessment Records. The building permit for the said improvements must be submitted to the City prior to June 30, 2012. The exemption shall be based on the change in the improvement assessment value only. The land assessment is not eligible for exemption under this Article.

#### §204-7 Amount of the exemption.

The amount of the exemption shall be determined by subtracting the improvement assessment value prior to the new construction from the improvement assessment value following the new construction.

#### §204-8 Application of the exemption and limitations.

The dollar amount of the exemption shall be multiplied by the property tax rate in the first full tax year following the issuance of a certificate of occupancy by the City. The dollar amount of the exemption shall be limited to a maximum of \$1,000 for residential properties and limited to a maximum of \$5,000 for all other properties. The exemption shall only be good for one year immediately following the issuance of a certificate of occupancy.

#### §204-9 Appeals.

An aggrieved taxpayer may appeal from the disposition of an exemption claim in the same manner as is provided for appeals from assessments generally.

#### §204-10 Due Date for Payment of Property Taxes.

Property Taxes shall be payable on or before September 30<sup>th</sup> of each year.

#### §204-11 Penalties.

To every tax not paid after the said date established in §204-10, there shall be added and collected a penalty, for each month that the said tax remains unpaid. A penalty of one percent per month, or fraction thereof, shall be charged on all unpaid property taxes. City Council, by resolution, may impose a date later than that established in §204-10 for the additional and collection of penalties.

#### Section 2. Dates

Introduction to City Council 06-13-11

Projected Adoption by City Council 06-27-11

Projected Effective Dates—July 7, 2011 - June 30, 2012

A complete copy of the Code of the City of Milford is available for review through the City Clerk's Office by calling 302-424-3712 or by accessing the website [cityofmilford.com](http://cityofmilford.com)



OFFICE OF THE CITY MANAGER  
302.424.8395, FAX 302.424.3558

201 SOUTH WALNUT STREET  
MILFORD, DE 19963

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

June 7, 2011

Mayor & City Council  
City of Milford  
201 S. Walnut Street  
Milford, Delaware 19963

Mayor & Members of the City Council:

I am pleased to present you with the proposed Fiscal 2011-12 Budget for the City of Milford. The budget is for the period July 1, 2011 through June 30, 2012 and totals \$42,571,885.

This document serves a number of purposes for the City. First, the budget provides the citizens of Milford with information regarding the operations of the City government and the details on how public funds will be utilized throughout the community.

Second, the annual budget is used as a managerial tool by the City Manager and all of the City Departments. The annual spending plan not only serves as a monitoring tool of revenues and expenses for each of the various departments of the City, but also as a means of evaluation to ensure that public resources are used in the most effective and efficient manner.

## **BUDGET OVERVIEW**

The proposed FY11-12 Budget presented to you is a balanced budget that offers a revenue and spending plan that will allow the City to operate and meet the obligations of the community. The total budget for FY 11-12 is \$42,571,855, an increase of \$889,839 (2.09%) from the previous year.

The FY11-12 budget proposal does not include increases to the property tax, water, sewer, electric or trash rates or the City's fee schedule. Both the City Council and the staff are extremely aware of the importance of stable and competitive rates when it comes to our citizens, business community and economic development opportunities.

The City's budget is divided into five funds. A General Government Fund accounts for the overall operations of the City and four enterprise funds that each account for their respective business/utility function. The table below represents the variance in each of the five funds from FY10-11 to FY11-12.

|                 | \$ Increase (Decrease)<br><u>over FY09-10</u> | % Increase<br><u>(Decrease)</u> |
|-----------------|-----------------------------------------------|---------------------------------|
| General Fund    | (9,076)                                       | (0.11%)                         |
| Water Fund      | 47,943                                        | 2.24%                           |
| Sewer Fund      | (109,231)                                     | (3.24%)                         |
| Sanitation Fund | 289                                           | 0.03%                           |
| Electric Fund   | 889,869                                       | 3.57%                           |

It is important to note that the difference between last year's budget and the FY11-12 proposal is primarily related to a projected increase in electric sales. Due to the fact this is only a projection, the increase is not reflected as a direct expense. Management and the Finance Committee will monitor this projection throughout the year and determine how the funds will be utilized if the projections are met. Options for consideration could include rate adjustments, capital investment, paying down debt, or other items that would be approved by City Council.

### **PERSONNEL**

The FY11-12 budget reflects two personnel changes that will impact the Administration and City Garage Departments. The administration budget includes converting the existing part-time economic development position to full-time. In the Garage, the vacant full time position is changed to a temporary position. This City will maintain its current complement of 115 (107 FT, 8PT) employees. The FY11-12 Budget includes a 2% increase for all City employees.

### **CAPITAL BUDGET**

The budget presented also includes the Capital Spending Plan for the City for FY11-12 and projections for the next five years. The operating budget will provide \$1,371,810 of annual revenues to the City's Capital Program. The remaining funds for the Capital Program will be provided through City reserve accounts, intergovernmental funds and bond proceeds. The Capital Budget is presented for approval with the annual operating budget.

### **SUMMARY**

This year's budget continues a three year trend of reducing discretionary spending while continuing to make investments for the future. This trend is expected to continue for at least another two to three years. I would classify many of the difficult decisions made during the development of this budget as decision that "none of us want to make, but make". As difficult as the budget process may be, I am confident in the abilities of City Council, City Management, and all of the City employees to work together to meet the needs of the community. When it is all said and done, the financial condition of the City is very strong and it will continue to be well into the future.

I would like to extend my appreciation to each of you as elected officials and all of the department heads for their efforts in the preparation of this document. Specifically, I would like to express my appreciation to the Finance Committee that is comprised of Councilman Pikus, Councilman Morrow and Councilman Grier and also to City Finance Director, Jeff Portmann and all of the Finance Department staff who were instrumental in the development of the budget. The efforts of all of you will leave a positive impression on the Citizens of Milford.

Sincerely,



David W. Baird  
City Manager

**CITY OF MILFORD  
BUDGET FISCAL YEAR 2011-2012  
BUDGET SUMMARY ANALYSIS**

**PAGE 1**

| <b>DEPARTMENT</b>         | <b>OPERATIONS &amp;<br/>MAINTENANCE</b> | <b>DEBT<br/>SERVICE</b> | <b>CAPITAL</b>     | <b>TOTAL<br/>EXPENDITURES</b> |
|---------------------------|-----------------------------------------|-------------------------|--------------------|-------------------------------|
| <b>GENERAL FUND</b>       |                                         |                         |                    |                               |
| ADMINISTRATION            | \$525,505                               | \$0                     | \$0                | \$525,505                     |
| PLANNING & ZONING         | \$158,270                               | \$0                     | \$0                | \$158,270                     |
| CODE ENF & INSPECTION     | \$167,815                               | \$0                     | \$0                | \$167,815                     |
| FINANCE                   | \$376,455                               | \$0                     | \$0                | \$376,455                     |
| INFORMATION TECH.         | \$339,120                               | \$0                     | \$13,000           | \$352,120                     |
| TAX ASSESSMENT            | \$89,420                                | \$0                     | \$0                | \$89,420                      |
| POLICE                    | \$3,969,790                             | \$0                     | \$71,500           | \$4,041,290                   |
| STREETS                   | \$855,065                               | \$46,115                | \$225,000          | \$1,126,180                   |
| PARKS & RECREATION        | \$711,790                               | \$0                     | \$55,000           | \$766,790                     |
| COUNCIL                   | \$551,560                               | \$0                     | \$0                | \$551,560                     |
| <b>TOTAL GENERAL FUND</b> | <b>\$7,744,790</b>                      | <b>\$46,115</b>         | <b>\$364,500</b>   | <b>\$8,155,405</b>            |
| <b>WATER</b>              | <b>\$1,359,065</b>                      | <b>\$803,190</b>        | <b>\$25,000</b>    | <b>\$2,187,255</b>            |
| <b>SEWER</b>              | <b>\$2,601,000</b>                      | <b>\$656,725</b>        | <b>\$0</b>         | <b>\$3,257,725</b>            |
| <b>SANITATION</b>         | <b>\$1,086,000</b>                      | <b>\$0</b>              | <b>\$0</b>         | <b>\$1,086,000</b>            |
| <b>ELECTRIC</b>           | <b>\$26,235,635</b>                     | <b>\$667,555</b>        | <b>\$982,310</b>   | <b>\$27,885,500</b>           |
| <b>TOTAL BUDGET</b>       | <b>\$39,026,490</b>                     | <b>\$2,173,585</b>      | <b>\$1,371,810</b> | <b>\$42,571,885</b>           |

**CITY OF MILFORD  
BUDGET FISCAL YEAR 2011-2012  
REVENUE**

**GENERAL FUND PAGE 2**

| ACCOUNT CODE | DESCRIPTION                          | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  |
|--------------|--------------------------------------|------------------|------------------|------------------|
| 101-0000     | <b>GENERAL FUND REVENUE</b>          |                  |                  |                  |
| 399-10-00    | <b>FUND BALANCE-GENERAL FUND</b>     | 180,400          | 180,400          | 246,235          |
| 390-10-10    | <b>GENERAL FUND CAPITAL RESERVES</b> | 100,000          | 226,000          | 255,500          |
| 394-10-00    | <b>MUNICIPAL STREET AID</b>          | 0                | 0                | 195,000          |
|              | <b>REAL ESTATE TAX</b>               |                  |                  |                  |
| 311-10-10    | REAL ESTATE TAX: CURRENT LEVY        | 2,914,600        | 2,947,377        | 2,989,155        |
| 311-10-30    | REAL ESTATE: PENALTIES               | 15,000           | 15,000           | 15,000           |
| 319-20-10    | REAL ESTATE TRANSFER FEE CAPITAL     | 184,300          | 152,100          | 0                |
| 319-20-15    | REAL ESTATE TRANSFER FEE POLICE      | 520,000          | 500,000          | 500,000          |
|              | <b>TOTAL REAL ESTATE TAXES</b>       | <b>3,633,900</b> | <b>3,614,477</b> | <b>3,504,155</b> |
|              | <b>LICENSES &amp; PERMITS</b>        |                  |                  |                  |
| 319-10-10    | BUSINESS & MERCHANTILE LICENSE       | 48,000           | 35,000           | 35,000           |
| 319-10-20    | RENTAL LICENSE                       | 62,500           | 85,000           | 85,000           |
| 322-10-00    | BUILDING PERMIT FEES                 | 40,000           | 30,000           | 50,000           |
| 322-15-00    | PLANNING & ZONING FEES               | 40,000           | 40,000           | 20,000           |
|              | <b>TOTAL LICENSES &amp; PERMITS</b>  | <b>190,500</b>   | <b>190,000</b>   | <b>190,000</b>   |
|              | <b>POLICE DEPARTMENT</b>             |                  |                  |                  |
| 342-10-10    | FINES                                | 165,000          | 150,000          | 130,000          |
| 342-10-60    | MISCELLANEOUS REVENUE                | 4,000            | 1,000            | 5,000            |
| 342-10-90    | ACCIDENT COPIES                      | 6,000            | 8,000            | 9,000            |
| 342-10-70    | STATE POLICE PENSION                 | 130,000          | 130,000          | 135,000          |
| 342-10-92    | SALE OF VEHICLES & EQUIPMENT         | 0                | 0                | 5,000            |
| 342-10-98    | SPECIAL DUTY OVERHEAD                | 0                | 0                | 3,000            |
|              | <b>TOTAL POLICE DEPARTMENT</b>       | <b>305,000</b>   | <b>289,000</b>   | <b>287,000</b>   |

**CITY OF MILFORD  
BUDGET FISCAL YEAR 2011-2012  
REVENUE**

**GENERAL FUND PAGE 3**

| ACCOUNT CODE           | DESCRIPTION                              | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  |
|------------------------|------------------------------------------|------------------|------------------|------------------|
|                        | <b>GENERAL FUND REVENUE</b>              |                  |                  |                  |
|                        | <b>MISCELLANEOUS REVENUE</b>             |                  |                  |                  |
| 359-10-10              | WAWA LAND LEASE                          | 100,000          | 100,000          | 0                |
| 359-10-20              | SPRINT TOWER RENTAL                      | 15,700           | 15,700           | 15,700           |
| 359-10-25              | VERIZON TOWER RENTAL                     | 20,400           | 20,400           | 20,400           |
| 359-10-30              | CINGULAR TOWER RENTAL                    | 16,800           | 16,800           | 16,800           |
| 359-10-40              | CHESAPEAKE GAS                           | 22,000           | 26,000           | 35,000           |
| 359-10-45              | LAND RENT-FISHER AVENUE                  | 0                | 7,200            | 0                |
| 359-10-50              | CATV FRANCHISE FEES                      | 87,000           | 93,000           | 93,000           |
| 359-10-55              | POLE RENTAL FEES-CATV                    | 6,835            | 6,835            | 6,835            |
| 359-10-60              | FIBER OPTIC RENTAL                       | 7,840            | 7,840            | 23,300           |
| 359-10-65              | CEMETERY FUNDS                           | 40,000           | 30,000           | 30,000           |
| 359-10-99              | MISCELLANEOUS REVENUE                    | 1,000            | 1,000            | 1,000            |
| 361-10-00              | EARNINGS ON INVESTMENTS                  | 25,000           | 22,000           | 20,000           |
|                        | <b>TOTAL MISCELLANEOUS REVENUE</b>       | <b>342,575</b>   | <b>346,775</b>   | <b>262,035</b>   |
| 391-10-10              | OTHER - INTERDEPARTMENTAL                | 715,480          | 715,480          | 715,480          |
| 391-10-50              | ELECTRIC DIVISION                        | 2,500,000        | 2,500,000        | 2,500,000        |
|                        | <b>TOTAL TRANSFERS- GENERAL FUND</b>     | <b>3,215,480</b> | <b>3,215,480</b> | <b>3,215,480</b> |
| 130-0000-<br>341-40-10 | <b>ENGINEERING &amp; INSPECTION FEES</b> | <b>50,000</b>    | <b>40,000</b>    | <b>0</b>         |
|                        | <b>TOTAL GENERAL FUND REVENUES</b>       | <b>8,017,855</b> | <b>8,102,132</b> | <b>8,155,405</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4A-1  
 CITY MANAGER & ASS'T+CITY CLERK

| ACCOUNT CODE              | DESCRIPTION                        | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |
|---------------------------|------------------------------------|-----------------|-----------------|-----------------|
| <b>GENERAL GOVERNMENT</b> |                                    |                 |                 |                 |
| <b>ADMINISTRATION</b>     |                                    |                 |                 |                 |
| 101-1010                  |                                    |                 |                 |                 |
| 413-10-10                 | SALARIES & WAGES                   | 252,100         | 217,300         | 283,655         |
| 413-10-11                 | SALARIES & WAGES-VACATION SELLBACK | 1,875           | 1,910           | 1,950           |
| 413-10-12                 | SALARIES & WAGES-HEALTH INS. REIMB | 0               | 920             | 920             |
| 413-10-30                 | SALARIES & WAGES-OVERTIME          | 0               | 3,000           | 3,000           |
| 413-30-10                 | CONTRACT SERVICES                  | 0               | 2,700           | 1,000           |
| 413-30-20                 | LEGAL SERVICE                      | 15,000          | 15,000          | 20,000          |
| 413-30-30                 | AUDITING SERVICE                   | 1,000           | 1,000           | 1,000           |
| 413-30-60                 | RECORDS RETENTION                  | 7,500           | 7,500           | 3,000           |
| 413-40-29                 | MAINT. & REPAIR - VEHICLES LABOR   | 500             | 500             | 900             |
| 413-40-30                 | MAINT. & REPAIR - VEHICLES         | 250             | 250             | 250             |
| 413-44-20                 | POD STORAGE RENTAL                 | 12,065          | 12,065          | 5,400           |
| 413-50-20                 | INSURANCE & BONDING                | 3,975           | 3,975           | 4,400           |
| 413-50-31                 | CELLPHONE                          | 1,100           | 1,100           | 2,000           |
| 413-50-40                 | ADVERTISING & PRINTING             | 24,000          | 24,000          | 12,000          |
| 413-50-90                 | TRAINING                           | 7,000           | 7,000           | 5,000           |
| 413-60-10                 | MATERIALS & SUPPLIES               | 4,000           | 4,000           | 4,000           |
| 413-60-11                 | GENERAL EXPENSE                    | 6,000           | 6,000           | 6,000           |
| 413-60-12                 | COMPUTER                           | 0               | 0               | 0               |
| 413-60-13                 | COPIER                             | 3,000           | 3,000           | 2,500           |
| 413-60-15                 | POSTAGE                            | 1,600           | 1,600           | 800             |
| 413-60-17                 | GASOLINE & OIL                     | 2,600           | 4,200           | 3,000           |
| 413-67-11                 | DISCRETIONARY FUNDS                | 25,000          | 25,000          | 25,000          |
|                           | <b>TOTAL ADMIN. GEN. EXPENSE</b>   | <b>368,565</b>  | <b>342,020</b>  | <b>385,775</b>  |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4A-2  
 CITY MANAGER & ASS'T+CITY CLERK

| ACCOUNT CODE | DESCRIPTION                                     | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | = |
|--------------|-------------------------------------------------|-----------------|-----------------|-----------------|---|
| 101-1010     | <b>GENERAL GOVERNMENT<br/>EMPLOYEE BENEFITS</b> |                 |                 |                 | = |
| 413-20-10    | MEDICAL                                         | 54,435          | 35,660          | 52,025          | = |
| 413-20-20    | SOCIAL SECURITY                                 | 20,310          | 16,475          | 22,745          | = |
| 413-20-30    | RETIREMENT                                      | 29,770          | 26,510          | 33,185          | = |
| 413-20-50    | UNEMPLOYMENT COMPENSATION                       | 1,055           | 820             | 1,400           | = |
| 413-20-60    | WORKMAN'S COMPENSATION                          | 1,700           | 1,090           | 1,445           | = |
| 413-20-70    | GROUP LIFE INSURANCE                            | 3,025           | 2,570           | 3,330           | = |
| 413-20-80    | RETIREE MEDICAL BENEFITS                        | 14,040          | 14,000          | 14,000          | = |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>                  | 124,335         | 97,125          | 128,130         | = |
|              | <b>MUNICIPAL BUILDING</b>                       |                 |                 |                 | = |
| 413-40-31    | COST ALLOCATION-CITY HALL BUILDING              | 11,800          | 10,840          | 11,600          | = |
| 413-90-80    | COST ALLOCATION-PW BUILDING                     | 0               | 0               |                 | = |
| 413-60-21    | NATURAL GAS                                     | 0               | 0               |                 | = |
| 413-60-22    | ELECTRIC                                        | 0               | 0               |                 | = |
| 413-60-24    | FUEL OIL                                        | 0               | 0               |                 | = |
|              | <b>TOTAL MUN. BLDG. GEN. EXP</b>                | 11,800          | 10,840          | 11,600          | = |
|              | <b>TOTAL GEN. GOV'T. - O &amp; M</b>            | 504,700         | 449,985         | 525,505         | = |
| 413-70-40    | CAPITAL-EQUIPMENT                               | 0               | 0               |                 | = |
| 413-70-42    | CAPITAL-VEHICLE                                 | 0               | 0               |                 | = |
|              | <b>TOTAL GENERAL GOV. CAPITAL</b>               | 0               | 0               |                 | = |
|              | <b>TOTAL GENERAL GOVERNMENT</b>                 | 504,700         | 449,985         | 525,505         | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4B-1  
 PLANNING & ZONING

| ACCOUNT<br>CODE | DESCRIPTION                                  | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 | =        |
|-----------------|----------------------------------------------|--------------------|--------------------|--------------------|----------|
| 101-1035        | <b>GENERAL GOVERNMENT<br/>ADMINISTRATION</b> |                    |                    |                    | =        |
| 419-10-10       | SALARIES & WAGES                             | 115,800            | 119,250            | 76,955             | =        |
| 419-10-11       | SALARIES & WAGES-VACATION SELLBACK           | 0                  | 0                  | 0                  | =        |
| 419-10-30       | SALARIES & WAGES-OVERTIME                    | 0                  | 5,000              | 4,500              | =        |
| 419-30-20       | LEGAL SERVICE                                | 12,000             | 10,000             | 7,000              | =        |
| 419-30-30       | AUDITING SERVICE                             | 1,000              | 1,000              | 1,000              | =        |
| 419-30-50       | ENGINEERING                                  | 25,000             | 15,000             | 5,000              | =        |
| 419-40-29       | MAINT. & REPAIR - VEHICLE LABOR              | 200                | 500                | 500                | =        |
| 419-40-30       | MAINT. & REPAIR - VEHICLES                   | 200                | 250                | 250                | =        |
| 419-50-20       | INSURANCE & BONDING                          | 305                | 300                | 600                | =        |
| 419-50-31       | CELLPHONE                                    | 1,100              | 1,100              | 900                | =        |
| 419-50-90       | TRAINING                                     | 8,500              | 8,500              | 5,500              | =        |
| 419-60-10       | MATERIALS & SUPPLIES                         | 3,000              | 3,000              | 3,000              | =        |
| 419-60-11       | GENERAL EXPENSE                              | 1,000              | 1,000              | 1,000              | =        |
| 419-60-13       | COPIER                                       | 1,500              | 1,500              | 1,500              | =        |
| 419-60-15       | POSTAGE                                      | 1,000              | 1,500              | 1,000              | =        |
| 419-60-17       | GASOLINE & OIL                               | 300                | 300                | 300                | =        |
|                 | <b>TOTAL ADMIN. GEN. EXPENSE</b>             | <b>170,905</b>     | <b>168,200</b>     | <b>109,005</b>     | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4B-2  
 PLANNING & ZONING

| ACCOUNT CODE | DESCRIPTION                          | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | = |
|--------------|--------------------------------------|-----------------|-----------------|-----------------|---|
| 101-1035     | <b>GENERAL GOVERNMENT</b>            |                 |                 |                 | = |
|              | <b>EMPLOYEE BENEFITS</b>             |                 |                 |                 | = |
| 419-20-10    | MEDICAL                              | 15,505          | 24,005          | 24,005          | = |
| 419-20-20    | SOCIAL SECURITY                      | 9,260           | 9,310           | 5,965           | = |
| 419-20-30    | RETIREMENT                           | 14,070          | 14,550          | 9,935           | = |
| 419-20-50    | UNEMPLOYMENT COMPENSATION            | 530             | 550             | 685             | = |
| 419-20-60    | WORKMAN'S COMPENSATION               | 880             | 660             | 380             | = |
| 419-20-70    | GROUP LIFE INSURANCE                 | 1,390           | 1,410           | 910             | = |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>       | 41,635          | 50,485          | 41,880          | = |
|              | <b>CITY HALL BUILDING</b>            |                 |                 |                 | = |
| 419-90-80    | BUILDING MAINT.-XFER TO CITY HALL    | 11,000          | 7,226           | 7,385           | = |
|              | <b>TOTAL MUN. BLDG. GEN. EXP</b>     | 11,000          | 7,226           | 7,385           | = |
|              | <b>TOTAL GEN. GOV'T. - O &amp; M</b> | 223,540         | 225,911         | 158,270         | = |
| 419-70-40    | CAPITAL-EQUIPMENT                    | 0               | 0               |                 | = |
| 419-70-42    | CAPITAL-VEHICLE                      | 0               | 0               |                 | = |
|              | <b>TOTAL GENERAL GOV. CAPITAL</b>    | 0               | 0               |                 | = |
|              | <b>TOTAL GENERAL GOVERNMENT</b>      | 223,540         | 225,911         | 158,270         | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4C-1  
 CODE ENFORCEMENT & INSPECTION

| ACCOUNT CODE | DESCRIPTION                              | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |
|--------------|------------------------------------------|-----------------|-----------------|-----------------|
| 101-1045     | <b>GENERAL GOVERNMENT ADMINISTRATION</b> |                 |                 |                 |
| 429-10-10    | SALARIES & WAGES                         | 145,095         | 96,170          | 98,945          |
| 429-10-11    | SALARIES & WAGES-VACATION SELLBACK       | 0               | 0               | 0               |
| 429-10-20    | TEMPORARY WAGES                          | 0               | 0               | 0               |
| 429-10-30    | SALARIES & WAGES-OVERTIME                | 2,000           | 2,000           | 1,000           |
| 429-30-20    | LEGAL SERVICE                            | 2,000           | 2,000           | 4,000           |
| 429-30-30    | AUDITING SERVICE                         | 1,000           | 1,000           | 1,000           |
| 429-40-29    | MAINT. & REPAIR - VEHICLE LABOR          | 1,000           | 1,000           | 1,000           |
| 429-40-30    | MAINT. & REPAIR - VEHICLES               | 1,000           | 1,000           | 1,000           |
| 429-50-20    | INSURANCE & BONDING                      | 1,405           | 1,405           | 1,400           |
| 429-50-31    | CELLPHONE                                | 5,000           | 2,500           | 1,200           |
| 429-50-90    | TRAINING                                 | 3,000           | 4,000           | 3,000           |
| 429-60-10    | MATERIALS & SUPPLIES                     | 4,000           | 2,500           | 2,500           |
| 429-60-11    | GENERAL EXPENSE                          | 1,000           | 2,500           | 2,500           |
| 429-60-12    | COMPUTER                                 | 0               | 2,000           | 0               |
| 429-60-15    | POSTAGE                                  | 3,000           | 3,500           | 2,500           |
| 429-60-17    | GASOLINE & OIL                           | 4,000           | 2,000           | 1,400           |
| 429-60-18    | UNIFORMS                                 | 2,000           | 1,000           | 1,000           |
| 429-68-10    | DEMOLITIONS                              | 5,000           | 15,000          | 0               |
| 429-68-20    | PROPERTY MAINTENANCE                     | 2,000           | 10,000          | 3,000           |
|              | <b>TOTAL ADMIN. GEN. EXPENSE</b>         | <b>182,500</b>  | <b>149,575</b>  | <b>125,445</b>  |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4C-2  
 CODE ENFORCEMENT & INSPECTION

| ACCOUNT<br>CODE | DESCRIPTION                                     | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 | =        |
|-----------------|-------------------------------------------------|--------------------|--------------------|--------------------|----------|
| 101-1045        | <b>GENERAL GOVERNMENT<br/>EMPLOYEE BENEFITS</b> |                    |                    |                    | =        |
| 429-20-10       | MEDICAL                                         | 25,195             | 10,300             | 10,300             | =        |
| 429-20-20       | SOCIAL SECURITY                                 | 11,705             | 7,635              | 7,795              | =        |
| 429-20-30       | RETIREMENT                                      | 17,630             | 9,590              | 10,265             | =        |
| 429-20-50       | UNEMPLOYMENT COMPENSATION                       | 790                | 550                | 685                | =        |
| 429-20-60       | WORKMAN'S COMPENSATION                          | 1,230              | 585                | 555                | =        |
| 429-20-70       | GROUP LIFE INSURANCE                            | 1,745              | 1,145              | 1,170              | =        |
|                 | <b>TOTAL EMPLOYEE BENEFITS</b>                  | <b>58,295</b>      | <b>29,805</b>      | <b>30,770</b>      | <b>=</b> |
|                 | <b>CITY HALL BUILDING</b>                       |                    |                    |                    | =        |
| 429-90-80       | BUILDING MAINT.-XFER TO CITY HALL               | 9,800              | 10,840             | 11,600             | =        |
| 429-60-22       | ELECTRIC                                        | 0                  | 0                  |                    | =        |
|                 | <b>TOTAL MUN. BLDG. GEN. EXP</b>                | <b>9,800</b>       | <b>10,840</b>      | <b>11,600</b>      | <b>=</b> |
|                 | <b>TOTAL GEN. GOV'T. - O &amp; M</b>            | <b>250,595</b>     | <b>190,220</b>     | <b>167,815</b>     | <b>=</b> |
| 429-70-42       | CAPITAL-VEHICLE                                 | 0                  | 0                  |                    | =        |
|                 | <b>TOTAL GENERAL GOV. CAPITAL</b>               | <b>0</b>           | <b>0</b>           |                    | <b>=</b> |
|                 | <b>TOTAL GENERAL GOVERNMENT</b>                 | <b>250,595</b>     | <b>190,220</b>     | <b>167,815</b>     | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

| ACCOUNT CODE              | DESCRIPTION                        | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|---------------------------|------------------------------------|-----------------|-----------------|-----------------|----------|
| <b>GENERAL GOVERNMENT</b> |                                    |                 |                 |                 |          |
| <b>ADMINISTRATION</b>     |                                    |                 |                 |                 |          |
| 101-1310                  |                                    |                 |                 |                 | =        |
| 415-10-10                 | SALARIES & WAGES                   | 266,160         | 230,985         | 240,550         | =        |
| 415-10-11                 | SALARIES & WAGES-VACATION SELLBACK | 3,535           | 3,640           | 3,795           | =        |
| 415-15-10                 | TEMPORARY WAGES-CLEANING           | 0               | 0               | 0               | =        |
| 415-30-10                 | CONTRACT SERVICES                  | 3,000           | 3,000           | 3,000           | =        |
| 415-30-15                 | CLEANING SERVICES                  | 8,500           | 8,500           | 8,500           | =        |
| 415-30-30                 | AUDITING SERVICE                   | 1,000           | 1,000           | 1,000           | =        |
| 415-50-20                 | INSURANCE & BONDING                | 0               | 300             | 0               | =        |
| 415-50-30                 | TELEPHONE                          | 4,500           | 3,800           | 2,900           | =        |
| 415-50-31                 | CELLPHONE                          | 1,000           | 1,100           | 1,000           | =        |
| 415-50-90                 | TRAINING                           | 13,000          | 12,000          | 9,000           | =        |
| 415-60-10                 | MATERIALS & SUPPLIES               | 10,000          | 10,000          | 9,000           | =        |
| 415-60-11                 | GENERAL EXPENSE                    | 3,000           | 3,000           | 2,000           | =        |
| 415-60-12                 | COMPUTER                           | 5,000           | 4,000           | 4,000           | =        |
| 415-60-13                 | COPIER                             | 1,000           | 1,000           | 1,000           | =        |
| 415-60-15                 | POSTAGE                            | 3,000           | 3,000           | 3,000           | =        |
|                           |                                    |                 |                 |                 | =        |
|                           | <b>TOTAL ADMIN. GEN. EXPENSE</b>   | <b>322,695</b>  | <b>285,325</b>  | <b>288,745</b>  | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4D-2  
 FINANCE

| ACCOUNT CODE | DESCRIPTION                          | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|--------------|--------------------------------------|-----------------|-----------------|-----------------|----------|
|              | <b>GENERAL GOVERNMENT</b>            |                 |                 |                 | =        |
|              | <b>EMPLOYEE BENEFITS</b>             |                 |                 |                 | =        |
| 415-20-10    | MEDICAL                              | 31,010          | 23,115          | 23,115          | =        |
| 415-20-20    | SOCIAL SECURITY                      | 21,590          | 18,615          | 19,195          | =        |
| 415-20-30    | RETIREMENT                           | 32,340          | 28,180          | 30,135          | =        |
| 415-20-50    | UNEMPLOYMENT COMPENSATION            | 1,315           | 1,095           | 1,365           | =        |
| 415-20-60    | WORKMAN'S COMPENSATION               | 1,420           | 865             | 865             | =        |
| 415-20-70    | GROUP LIFE INSURANCE                 | 3,195           | 2,735           | 2,835           | =        |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>       | <b>90,870</b>   | <b>74,605</b>   | <b>77,510</b>   | <b>=</b> |
|              | <b>FINANCE BUILDING</b>              |                 |                 |                 | =        |
| 415-40-31    | MAINTENANCE & REPAIRS                | 4,000           | 4,000           | 4,000           | =        |
| 415-60-22    | ELECTRIC                             | 6,000           | 6,000           | 6,000           | =        |
| 415-60-23    | WATER                                | 300             | 200             | 200             | =        |
|              | <b>TOTAL MUN. BLDG. GEN. EXP</b>     | <b>10,300</b>   | <b>10,200</b>   | <b>10,200</b>   | <b>=</b> |
|              | <b>TOTAL GEN. GOV'T. - O &amp; M</b> | <b>423,865</b>  | <b>370,130</b>  | <b>376,455</b>  | <b>=</b> |
| 415-70-40    | CAPITAL-EQUIPMENT                    | 0               | 0               | 0               | =        |
|              | <b>TOTAL GENERAL GOV. CAPITAL</b>    | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>=</b> |
|              | <b>TOTAL GENERAL GOVERNMENT</b>      | <b>423,865</b>  | <b>370,130</b>  | <b>376,455</b>  | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4E-1  
 INFORMATION TECHNOLOGY

| ACCOUNT CODE              | DESCRIPTION                        | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |
|---------------------------|------------------------------------|-----------------|-----------------|-----------------|
| <b>GENERAL GOVERNMENT</b> |                                    |                 |                 |                 |
| 101-1510                  | <b>ADMINISTRATION</b>              |                 |                 |                 |
| 418-10-10                 | SALARIES & WAGES                   | 146,240         | 106,115         | 108,860         |
| 418-10-11                 | SALARIES & WAGES-VACATION SELLBACK | 0               | 0               | 1,390           |
| 418-30-10                 | CONTRACT SERVICES                  | 3,100           | 1,000           | 1,000           |
| 418-30-30                 | AUDITING                           | 1,000           | 1,000           | 1,000           |
| 418-40-29                 | MAINT. & REPAIR - VEHICLE LABOR    | 500             | 500             | 500             |
| 418-40-30                 | MAINT. & REPAIR - VEHICLES         | 250             | 250             | 250             |
| 418-50-20                 | INSURANCE & BONDING                | 610             | 610             | 600             |
| 418-50-30                 | TELEPHONE                          | 900             | 1,000           | 600             |
| 418-50-31                 | CELLPHONE                          | 1,000           | 1,000           | 1,100           |
| 418-50-60                 | SOFTWARE MAINTENANCE               | 101,000         | 104,000         | 106,000         |
| 418-50-61                 | WEBSITE MAINTENANCE                | 0               | 8,600           | 8,600           |
| 418-50-90                 | TRAINING                           | 5,700           | 5,700           | 5,700           |
| 418-60-10                 | MATERIALS & SUPPLIES               | 5,000           | 5,000           | 5,000           |
| 418-60-11                 | GENERAL EXPENSE                    | 500             | 500             | 500             |
| 418-60-12                 | COMPUTER                           | 30,000          | 30,000          | 30,000          |
| 418-60-17                 | GASOLINE & OIL                     | 1,000           | 1,000           | 800             |
|                           | <b>TOTAL ADMIN. GEN. EXPENSE</b>   | <b>296,800</b>  | <b>266,275</b>  | <b>271,900</b>  |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 4E-2  
 INFORMATION TECHNOLOGY

| ACCOUNT<br>CODE | DESCRIPTION                                     | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 | = |
|-----------------|-------------------------------------------------|--------------------|--------------------|--------------------|---|
| 101-1510        | <b>GENERAL GOVERNMENT<br/>EMPLOYEE BENEFITS</b> |                    |                    |                    | = |
| 418-20-10       | MEDICAL                                         | 43,275             | 31,165             | 31,165             | = |
| 418-20-20       | SOCIAL SECURITY                                 | 11,290             | 8,165              | 8,455              | = |
| 418-20-30       | RETIREMENT                                      | 15,155             | 12,950             | 13,640             | = |
| 418-20-50       | UNEMPLOYMENT COMPENSATION                       | 790                | 550                | 685                | = |
| 418-20-60       | WORKMAN'S COMPENSATION                          | 770                | 395                | 390                | = |
| 418-20-70       | GROUP LIFE INSURANCE                            | 1,755              | 1,255              | 1,285              | = |
|                 | <b>TOTAL EMPLOYEE BENEFITS</b>                  | 73,035             | 54,480             | 55,620             | = |
|                 | <b>MUNICIPAL BUILDING</b>                       |                    |                    |                    | = |
| 418-40-31       | COST ALLOCATION-CITY HALL BUILDING              | 9,800              | 10,840             | 11,600             | = |
|                 | <b>TOTAL GEN. GOV'T. - O &amp; M</b>            | 379,635            | 331,595            | 339,120            | = |
| 418-70-40       | CAPITAL-EQUIPMENT                               | 65,000             | 0                  | 13,000             | = |
| 418-70-45       | CAPITAL-HARDWARE BACK UP SYSTEM                 | 0                  | 27,000             | 0                  | = |
| 418-70-45       | CAPITAL-GOV NOW                                 | 21,300             | 0                  | 0                  | = |
|                 | <b>TOTAL GENERAL GOV. CAPITAL</b>               | 86,300             | 27,000             | 13,000             | = |
|                 | <b>TOTAL GENERAL GOVERNMENT</b>                 | 465,935            | 358,595            | 352,120            | = |

**CITY OF MILFORD  
BUDGET FISCAL YEAR 2011-2012  
EXPENDITURES**

**CITY HALL BUILDING : O&M PAGE 4F**

| ACCOUNT CODE | DESCRIPTION                            | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|--------------|----------------------------------------|-----------------|-----------------|-----------------|----------|
| 225-6320     | <b>CITY HALL COST ALLOCATION</b>       |                 |                 |                 | =        |
| 481-15-10    | TEMPORARY WAGES-CLEANING               | 15,000          | 10,000          | 7,000           | =        |
| 481-30-10    | CONTRACT SERVICES                      | 1,000           | 1,000           | 3,300           | =        |
| 481-40-31    | BUILDING MAINT. & REPAIRS              | 7,800           | 12,000          | 12,000          | =        |
| 481-50-30    | TELEPHONE                              | 4,000           | 8,000           | 8,000           | =        |
| 481-60-10    | MATERIALS & SUPPLIES                   | 2,000           | 2,000           | 2,000           | =        |
| 481-60-22    | ELECTRIC                               | 12,000          | 14,000          | 18,000          | =        |
| 481-60-23    | WATER                                  | 1,200           | 1,200           | 1,200           | =        |
| 481-60-24    | FUEL OIL                               | 6,000           | 6,000           | 6,500           | =        |
|              | <b>CITY HALL BUILDING EXPENSES</b>     | <b>49,000</b>   | <b>54,200</b>   | <b>58,000</b>   | <b>=</b> |
| 225-0000     |                                        |                 |                 |                 | =        |
| 331-10-01    | LESS INTERSERVICE BILLING-CITY ADMIN.  | 9,800           | 10,840          | 11,600          | =        |
| 331-10-02    | LESS INTERSERVICE BILLING-CITY COUNCIL | 9,800           | 10,840          | 11,600          | =        |
| 331-10-03    | LESS INTERSERVICE BILLING-CODE ENF.    | 9,800           | 10,840          | 11,600          | =        |
| 331-10-04    | LESS INTERSERVICE BILLING-IT           | 9,800           | 10,840          | 11,600          | =        |
| 331-10-05    | LESS INTERSERVICE BILLING-P&Z          | 9,800           | 7,226           | 7,735           | =        |
| 331-10-06    | LESS INTERSERVICE BILLING-TAX ASSESSOR | 0               | 3,614           | 3,865           | =        |
|              | <b>NET CITY HALL COST</b>              | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PAGE 5A  
 TAX BILLING & ASSESSMENT

| ACCOUNT CODE              | DESCRIPTION                        | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |
|---------------------------|------------------------------------|-----------------|-----------------|-----------------|
| <b>GENERAL GOVERNMENT</b> |                                    |                 |                 |                 |
| 101-1085                  | <b>ADMINISTRATION</b>              |                 |                 |                 |
| 417-10-10                 | SALARIES & WAGES                   | 51,810          | 53,585          | 54,995          |
| 417-10-11                 | SALARIES & WAGES-VACATION SELLBACK | 0               | 0               | 0               |
| 417-10-30                 | SALARIES & WAGES-OVERTIME          | 2,000           | 1,000           | 0               |
| 417-15-10                 | TEMPORARY WAGES-TAX ASSESSOR       | 0               | 0               | 0               |
| 417-30-10                 | CONTRACT SERVICES                  | 7,000           | 1,000           | 1,200           |
| 417-30-20                 | LEGAL SERVICE                      | 1,000           | 1,000           | 0               |
| 417-30-30                 | AUDITING SERVICE                   | 1,000           | 1,000           | 1,000           |
| 417-50-62                 | CAMA SOFTWARE                      | 5,700           | 5,700           | 5,600           |
| 417-50-90                 | TRAINING                           | 3,000           | 3,000           | 1,000           |
| 417-60-10                 | MATERIALS & SUPPLIES               | 1,500           | 1,500           | 500             |
| 417-60-11                 | GENERAL EXPENSE                    | 1,500           | 1,500           | 500             |
| 417-60-15                 | POSTAGE                            | 1,600           | 1,600           | 1,600           |
|                           | <b>TOTAL ADMIN. GEN. EXPENSE</b>   | <b>76,110</b>   | <b>70,885</b>   | <b>66,395</b>   |

CITY OF MILFORD  
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PAGE 5B  
 TAX BILLING & ASSESSMENT

| ACCOUNT<br>CODE | DESCRIPTION                                     | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 |
|-----------------|-------------------------------------------------|--------------------|--------------------|--------------------|
| 101-1085        | <b>GENERAL GOVERNMENT<br/>EMPLOYEE BENEFITS</b> |                    |                    |                    |
| 417-20-10       | MEDICAL                                         | 6,105              | 6,695              | 6,695              |
| 417-20-20       | SOCIAL SECURITY                                 | 4,380              | 4,350              | 4,385              |
| 417-20-30       | RETIREMENT                                      | 6,295              | 6,540              | 6,890              |
| 417-20-50       | UNEMPLOYMENT COMPENSATION                       | 265                | 275                | 345                |
| 417-20-60       | WORKMAN'S COMPENSATION                          | 460                | 325                | 195                |
| 417-20-70       | GROUP LIFE INSURANCE                            | 625                | 635                | 650                |
|                 | <b>TOTAL EMPLOYEE BENEFITS</b>                  | <b>18,130</b>      | <b>18,820</b>      | <b>19,160</b>      |
|                 | <b>MINICIPAL BUILDING</b>                       |                    |                    |                    |
| 417-40-31       | COST ALLOCATION                                 | 1,720              | 3,614              | 3,865              |
|                 | <b>TOTAL GEN. GOV'T. - O &amp; M</b>            | <b>95,960</b>      | <b>93,319</b>      | <b>89,420</b>      |
| 417-70-40       | CAPITAL-EQUIPMENT                               | 0                  | 0                  | 0                  |
|                 | <b>TOTAL GENERAL GOV. CAPITAL</b>               | <b>0</b>           | <b>0</b>           | <b>0</b>           |
|                 | <b>TOTAL GENERAL GOVERNMENT</b>                 | <b>95,960</b>      | <b>93,319</b>      | <b>89,420</b>      |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
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GENERAL FUND PAGE 6

| ACCOUNT CODE | DESCRIPTION                              | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  |
|--------------|------------------------------------------|------------------|------------------|------------------|
| 101-1610     | <b>POLICE DEPARTMENT</b>                 |                  |                  |                  |
| 421-10-10    | SALARIES & WAGES-SWORN OFFICERS          | 1,672,845        | 1,717,590        | 1,744,945        |
| 421-10-11    | SALARIES & WAGES-VACATION SELLBACK       | 9,320            | 9,690            | 8,720            |
| 421-10-30    | SALARIES & WAGES-OFFICERS OVERTIME       | 143,270          | 149,500          | 148,875          |
| 421-10-31    | SALARIES & WAGES-SPECIAL DUTY RADAR      | 10,000           | 10,000           | 10,000           |
| 421-10-35    | SALARIES & WAGES-OFFICERS COURT/ STANDBY | 29,615           | 44,090           | 45,415           |
| 421-10-50    | SALARIES & WAGES-OFFICERS ON CALL        | 52,160           | 54,500           | 56,135           |
| 421-10-55    | SALARIES & WAGES-SHIFT DIFFERENTIAL.     | 0                | 15,500           | 18,000           |
| 421-11-10    | SALARIES & WAGES-CIVILIAN                | 349,755          | 355,000          | 362,565          |
| 421-11-11    | SALARIES & WAGES-VACATION SELLBACK       | 1,370            | 1,750            | 2,135            |
| 421-11-30    | SALARIES & WAGES-CIVILIAN OVERTIME       | 27,750           | 29,060           | 29,935           |
| 421-11-55    | SALARIES & WAGES-SHIFT DIFFERENTIAL      | 0                | 4,500            | 4,800            |
| 421-12-10    | SALARIES & WAGES-CROSS. GUARDS           | 8,925            | 8,925            | 8,925            |
| 421-13-10    | SALARIES & WAGES-SEASONAL CADETS         | 8,000            | 10,000           | 10,000           |
| 421-30-10    | CONTRACT SERVICES                        | 35,000           | 35,000           | 35,000           |
| 421-30-20    | LEGAL EXPENSE                            | 10,000           | 30,000           | 10,000           |
| 421-30-30    | AUDITING                                 | 2,000            | 2,000            | 5,000            |
| 421-50-20    | INSURANCE                                | 31,280           | 32,000           | 30,000           |
| 421-50-30    | TELEPHONE                                | 12,000           | 12,000           | 8,500            |
| 421-50-30    | CELLPHONE                                | 10,000           | 10,000           | 10,000           |
| 421-50-40    | ADVERTISING & PRINTING                   | 5,000            | 5,000            | 5,000            |
| 421-50-90    | TRAINING                                 | 30,000           | 30,000           | 30,000           |
| 421-60-10    | MATERIALS & SUPPLIES                     | 21,000           | 21,000           | 20,000           |
| 421-60-11    | GENERAL EXPENSE                          | 5,000            | 5,000            | 5,000            |
| 421-60-13    | COPIER                                   | 4,000            | 4,000            | 3,000            |
| 421-60-15    | POSTAGE                                  | 2,000            | 2,500            | 2,500            |
| 421-60-18    | UNIFORMS & EQUIPMENT                     | 35,000           | 35,000           | 30,000           |
| 421-60-19    | RADIO                                    | 2,000            | 2,000            | 1,000            |
| 421-65-11    | SENIOR PATROL                            | 2,500            | 2,500            | 2,000            |
| 421-65-13    | CRIMINAL INVESTIGATION FUND              | 2,000            | 2,500            | 2,000            |
| 421-65-14    | COMMUNITY POLICING                       | 4,000            | 4,000            | 4,000            |
| 421-65-15    | CADET SEASONAL OFFICER SUPPLIES          | 4,000            | 4,000            | 4,000            |
|              | <b>TOTAL POLICE GEN. SERV. EXPENSE</b>   | <b>2,529,790</b> | <b>2,648,605</b> | <b>2,657,450</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
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GENERAL FUND PAGE 7

| ACCOUNT CODE | DESCRIPTION                                | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |
|--------------|--------------------------------------------|-----------------|-----------------|-----------------|
| 101-1610     | <b>POLICE DEPARTMENT EMPLOYEE BENEFITS</b> |                 |                 |                 |
| 421-20-10    | MEDICAL                                    | 363,350         | 380,735         | 374,760         |
| 421-20-20    | SOCIAL SECURITY                            | 176,960         | 184,725         | 188,070         |
| 421-20-30    | RETIREMENT                                 | 336,435         | 337,605         | 369,650         |
| 421-20-50    | UNEMPLOYMENT COMPENSATION                  | 11,510          | 11,920          | 14,795          |
| 421-20-60    | WORKMAN'S COMPENSATION                     | 133,130         | 108,560         | 107,330         |
| 421-20-70    | GROUP LIFE INSURANCE                       | <u>24,140</u>   | <u>24,305</u>   | <u>24,615</u>   |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>             | 1,045,525       | 1,047,850       | 1,079,220       |
|              | <b>VEHICLE EXPENSE</b>                     |                 |                 |                 |
| 421-40-29    | MAINTENANCE-GARAGE LABOR                   | 34,000          | 25,000          | 28,000          |
| 421-40-30    | MAINTENANCE-PARTS & REPAIRS                | 32,000          | 30,000          | 28,000          |
| 421-50-21    | INSURANCE                                  | 17,745          | 17,745          | 18,000          |
| 421-60-17    | GASOLINE & OIL                             | <u>60,000</u>   | <u>62,000</u>   | <u>68,000</u>   |
|              | <b>TOTAL VEHICLE EXPENSE</b>               | 143,745         | 134,745         | 142,000         |
|              | <b>HEADQUARTERS EXPENSE</b>                |                 |                 |                 |
| 421-40-31    | MAINTENANCE & REPAIR BUILDING              | 10,000          | 10,000          | 10,000          |
| 421-40-32    | MAINTENANCE/REPAIR OF EQUIPMENT            | 11,000          | 11,000          | 11,000          |
| 421-50-60    | SOFTWARE MAINTENANCE-CAD                   | 0               | 0               | 24,120          |
| 421-60-12    | COMPUTERS                                  | 7,000           | 7,000           | 7,000           |
| 421-60-22    | ELECTRIC                                   | 28,000          | 28,000          | 26,000          |
| 421-60-23    | WATER                                      | 0               | 3,000           | 3,000           |
| 421-60-24    | FUEL OIL                                   | <u>8,000</u>    | <u>8,000</u>    | <u>10,000</u>   |
|              | <b>TOTAL HEADQUARTERS EXPENSE</b>          | 64,000          | 67,000          | 91,120          |
|              | <b>POLICE CAPITAL</b>                      |                 |                 |                 |
| 421-70-20    | CAPITAL-BUILDING                           | 0               | 50,000          | 0               |
| 421-70-42    | CAPITAL-VEHICLES                           | <u>98,000</u>   | <u>112,500</u>  | <u>71,500</u>   |
|              | <b>TOTAL POLICE CAPITAL</b>                | 98,000          | 162,500         | 71,500          |
|              | <b>TOTAL POLICE BUDGET</b>                 | 3,881,060       | 4,060,700       | 4,041,290       |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
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ENGINEERING & INSP. : O&M PAGE 8

| ACCOUNT CODE | DESCRIPTION                                | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |  |
|--------------|--------------------------------------------|-----------------|-----------------|-----------------|--|
| 130-9910     | <b>PW ENGINEERING &amp; INSPECTIONS</b>    |                 |                 |                 |  |
| 424-10-10    | SALARIES & WAGES                           | 116,540         | 117,750         |                 |  |
| 424-10-11    | SALARIES -VACATION SELLBACK                | 0               | 0               | M               |  |
| 424-10-20    | TEMPORARY WAGES                            | 0               | 0               | O               |  |
| 424-10-30    | SALARIES WAGES-OVERTIME                    | 1,500           | 1,500           | V               |  |
| 424-30-10    | CONTRACT SERVICES                          | 2,500           | 1,750           | E               |  |
| 424-30-30    | AUDITING                                   | 2,000           | 2,000           | D               |  |
| 424-30-50    | ENGINEERING                                | 10,000          | 10,000          |                 |  |
| 424-40-29    | MAINT. & REPAIR - VEHICLE LABOR            | 1,000           | 1,000           | T               |  |
| 424-40-30    | MAINT. & REPAIR - VEHICLES                 | 900             | 500             | O               |  |
| 424-50-20    | INSURANCE                                  | 1,405           | 1,405           |                 |  |
| 424-50-30    | TELEPHONE                                  | 1,600           | 1,600           | P               |  |
| 424-50-31    | CELLPHONE                                  | 1,500           | 2,000           | U               |  |
| 424-50-40    | ADVERTISING & PRINTING                     | 0               | 0               | B               |  |
| 424-50-90    | TRAINING                                   | 6,000           | 7,000           | L               |  |
| 424-60-10    | MATERIALS & SUPPLIES                       | 3,000           | 3,000           | I               |  |
| 424-60-11    | GENERAL EXPENSE                            | 500             | 500             | C               |  |
| 424-60-15    | POSTAGE                                    | 100             | 100             |                 |  |
| 424-60-17    | GASOLINE & OIL                             | 2,500           | 2,600           | W               |  |
| 424-60-18    | UNIFORMS                                   | 1,000           | 500             | O               |  |
| 424-60-25    | SMALL TOOLS                                | 1,000           | 1,500           | R               |  |
| 424-60-90    | COMPUTER                                   | 0               | 2,500           | K               |  |
| 424-69-20    | OFFICE EQUIPMENT                           | 0               | 0               | S               |  |
| 424-90-80    | TRANSFER TO PUBLIC WORKS                   | 8,810           | 33,026          |                 |  |
|              | <b>TOTAL ENG. &amp; INSP. GENERAL EXP.</b> | <b>161,855</b>  | <b>190,231</b>  |                 |  |

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ENGINEERING & INSP. : O&M PAGE 9

| ACCOUNT CODE | DESCRIPTION                                       | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |
|--------------|---------------------------------------------------|-----------------|-----------------|-----------------|
| 130-9910     | <b>PW ENGINEERING &amp; INSPECTIONS</b>           |                 |                 |                 |
|              | <b>EMPLOYEE BENEFITS</b>                          |                 |                 |                 |
| 424-20-10    | MEDICAL                                           | 17,870          | 16,050          |                 |
| 424-20-20    | SOCIAL SECURITY                                   | 9,315           | 9,385           | M               |
| 424-20-30    | RETIREMENT                                        | 12,770          | 13,740          | O               |
| 424-20-50    | UNEMPLOYMENT COMPENSATION                         | 555             | 550             | V               |
| 424-20-60    | WORKMEN'S COMPENSATION                            | 885             | 1,855           | E               |
| 424-20-70    | GROUP LIFE INSURANCE                              | 1,390           | 1,395           | D               |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>                    | 42,785          | 42,975          | T               |
|              | <b>TOTAL ENG. &amp; INSP.:O&amp;M EXP</b>         | 204,640         | 233,206         | O               |
|              | <b>PW ENG. &amp; INSP. CAPITAL</b>                |                 |                 | P               |
| 424-70-42    | CAPITAL-VEHICLES                                  | 0               | 0               | U               |
|              | <b>TOTAL ENG. &amp; INSP.:CAPITAL</b>             | 0               | 0               | B               |
|              | <b>TOTAL ENG. &amp; INSP. EXPENSES</b>            | 204,640         | 233,206         | L               |
|              | <b>LESS INTERSERVICE BILLING</b>                  |                 |                 | I               |
| 331-10-20    | INTERSERVICE BILLING-WATER DEPT.                  | (30,000)        | (36,300)        | C               |
| 331-10-30    | INTERSERVICE BILLING-SEWER DEPT.                  | (30,000)        | (36,300)        | W               |
| 331-10-40    | INTERSERVICE BILLING-TRASH DEPT.                  | (30,000)        | 0               | O               |
| 331-10-50    | INTERSERVICE BILLING-ELECTRIC DEPT                | 0               | (15,000)        | R               |
|              | <b>TOTAL INTERSERVICE BILLINGS</b>                | (90,000)        | (87,600)        | K               |
|              | <b>NET GENERAL FUND ENG. &amp; INSP. EXPENSES</b> | 114,640         | 145,606         | S               |

CITY OF MILFORD  
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GENERAL FUND PAGE 10

| ACCOUNT CODE | DESCRIPTION                           | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|--------------|---------------------------------------|-----------------|-----------------|-----------------|----------|
| 101-1810     | <b>STREETS &amp; GROUNDS DIVISION</b> |                 |                 |                 | =        |
| 431-10-10    | SALARIES & WAGES                      | 242,990         | 240,285         | 246,765         | =        |
| 431-10-10    | SALARIES & WAGES-VACATION SELLBACK    | 2,850           | 600             | 2,255           | =        |
| 431-10-20    | SALARIES & WAGES-TEMPORARY            | 1,000           | 5,000           | 1,000           | =        |
| 431-10-30    | SALARIES & WAGES-OVERTIME             | 8,000           | 8,000           | 8,000           | =        |
| 431-10-50    | SALARIES & WAGES-ON CALL              | 10,500          | 10,500          | 10,500          | =        |
| 431-30-10    | CONTRACT SERVICES                     | 0               | 7,500           | 7,500           | =        |
| 431-30-30    | AUDITING                              | 2,000           | 2,000           | 2,000           | =        |
| 431-30-50    | ENGINEERING SERVICES                  | 15,000          | 10,000          | 10,000          | =        |
| 431-40-29    | MAINT. & REPAIRS - VEHICLE LABOR      | 33,000          | 36,000          | 30,000          | =        |
| 431-40-30    | MAINT. & REPAIRS - VEHICLES           | 34,000          | 34,000          | 35,000          | =        |
| 431-50-20    | INSURANCE                             | 13,835          | 13,835          | 14,000          | =        |
| 431-50-30    | TELEPHONE                             | 1,100           | 1,100           | 500             | =        |
| 431-50-31    | CELLPHONE                             | 1,200           | 1,600           | 1,700           | =        |
| 431-50-40    | ADVERTISING & PRINTING                | 500             | 600             | 500             | =        |
| 431-50-90    | TRAINING                              | 500             | 2,000           | 1,000           | =        |
| 431-60-10    | MATERIALS & SUPPLIES                  | 7,000           | 7,000           | 7,000           | =        |
| 431-60-11    | GENERAL EXPENSE                       | 500             | 500             | 500             | =        |
| 431-60-17    | GASOLINE & OIL                        | 25,000          | 25,000          | 25,000          | =        |
| 431-60-18    | UNIFORMS & EQUIPMENT                  | 5,000           | 5,000           | 5,000           | =        |
| 431-60-19    | RADIO                                 | 500             | 500             | 500             | =        |
| 431-60-70    | STREET SIGNS & MARKERS                | 10,000          | 10,000          | 10,000          | =        |
| 431-60-71    | STREET & ROAD MATERIALS               | 25,000          | 25,000          | 25,000          | =        |
| 431-60-72    | SNOW & ICE REMOVAL                    | 12,000          | 17,000          | 20,000          | =        |
| 431-60-73    | STORM SEWERS & DRAINS                 | 6,000           | 15,000          | 10,000          | =        |
| 431-60-74    | BRIDGES                               | 10,000          | 10,000          | 0               | =        |
| 431-60-75    | SIDEWALKS & CURBS                     | 25,000          | 25,000          | 25,000          | =        |
| 431-60-76    | STREET LIGHTS                         | 92,000          | 93,000          | 92,000          | =        |
| 431-90-80    | TRANSFER TO PUBLIC WORKS              | 7,215           | 37,416          | 119,200         | =        |
|              |                                       |                 |                 |                 | =        |
|              | <b>TOTAL S &amp; G GEN. EXPENSE</b>   | <b>591,690</b>  | <b>643,436</b>  | <b>709,920</b>  | <b>=</b> |

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GENERAL FUND PAGE 11

| ACCOUNT CODE | DESCRIPTION                                    | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | = |
|--------------|------------------------------------------------|-----------------|-----------------|-----------------|---|
| 101-1810     | <b>STREETS &amp; GROUNDS DIVISION</b>          |                 |                 |                 | = |
|              | <b>EMPLOYEE BENEFITS</b>                       |                 |                 |                 | = |
| 431-20-10    | MEDICAL                                        | 66,375          | 73,010          | 73,010          | = |
| 431-20-20    | SOCIAL SECURITY                                | 20,555          | 20,110          | 20,740          | = |
| 431-20-30    | RETIREMENT                                     | 26,675          | 26,495          | 29,240          | = |
| 431-20-50    | UNEMPLOYMENT COMPENSATION                      | 1,845           | 1,775           | 2,220           | = |
| 431-20-60    | WORKMEN'S COMPENSATION                         | 14,265          | 10,980          | 11,025          | = |
| 431-20-70    | GROUP LIFE INSURANCE                           | 2,920           | 2,850           | 2,910           | = |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>                 | 132,635         | 135,220         | 139,145         | = |
|              | <b>BUILDING EXPENSES</b>                       |                 |                 |                 | = |
| 421-40-31    | MAINTENANCE & REPAIR BUILDING                  | 2,500           | 2,500           | 1,000           | = |
| 431-60-21    | NATURAL GAS                                    | 10,000          | Moved           |                 | = |
| 431-60-22    | ELECTRIC                                       | 6,000           | 5,000           | 5,000           | = |
|              | <b>TOTAL BUILDING EXPENSE</b>                  | 18,500          | 7,500           | 6,000           | = |
|              | <b>TOTAL S &amp; G DIVISION O &amp; M</b>      | 742,825         | 786,156         | 855,065         | = |
| 431-70-40    | CAPITAL-EQUIPMENT                              | 0               | 6,000           | 0               | = |
| 431-70-42    | CAPITAL-VEHICLES                               | 0               | 85,000          | 175,000         | = |
| 431-70-44    | CAPITAL-STREETS                                | 0               | 6,000           | 50,000          | = |
| 431-80-10    | 1996 BOND DEBT-PRINCIPAL                       | 36,050          | 36,965          | 37,885          | = |
| 431-80-11    | 1996 BOND DEBT-INTEREST                        | 10,670          | 9,480           | 8,230           | = |
|              | <b>TOTAL S &amp; G DIV. CAPITAL &amp; DEBT</b> | 46,720          | 143,445         | 271,115         | = |
|              | <b>TOTAL S &amp; G DIVISION</b>                | 789,545         | 929,601         | 1,126,180       | = |

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GENERAL FUND PAGE 12

| ACCOUNT CODE | DESCRIPTION                           | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |
|--------------|---------------------------------------|-----------------|-----------------|-----------------|
| 101-1910     | <b>PARKS &amp; RECREATION</b>         |                 |                 |                 |
| 451-10-10    | SALARIES & WAGES                      | 223,820         | 241,110         | 247,385         |
| 451-10-11    | SALARIES & WAGES-VACATION SELLBACK    | 1,635           | 2,600           | 3,400           |
| 451-10-12    | SALARIES -CEMETERY MGMT.              | 9,405           | 0               | 0               |
| 451-10-15    | SALARIES -SUMMER PLAYGROUND           | 14,000          | 14,000          | 14,000          |
| 451-10-20    | SALARIES -TEMPORARY WAGES             | 72,000          | 78,000          | 70,000          |
| 451-10-22    | SALARIES -TEMP. WAGES CEMETERY        | 30,000          | 30,000          | 30,000          |
| 451-30-10    | CONTRACT SERVICES                     | 40,000          | 18,400          | 20,000          |
| 451-30-20    | LEGAL                                 | 1,000           | 1,000           | 1,000           |
| 451-30-30    | AUDITING                              | 2,000           | 2,000           | 2,000           |
| 451-30-50    | ENGINEERING                           | 1,000           | 1,000           | 1,000           |
| 451-40-29    | MAINT. & REPAIR-VEHICLES LABOR        | 27,000          | 30,000          | 18,000          |
| 451-40-30    | MAINT. & REPAIR-VEHICLES              | 20,000          | 15,000          | 21,000          |
| 451-40-31    | MAINTENANCE & REPAIRS-BUILDING        | 5,000           | 5,000           | 8,000           |
| 451-40-34    | MAINT. & REPAIR OF FACILITIES         | 65,000          | 70,000          | 70,000          |
| 451-50-20    | INSURANCE                             | 8,215           | 8,215           | 9,000           |
| 451-50-30    | TELEPHONE                             | 2,200           | 2,200           | 1,200           |
| 451-50-31    | CELLPHONE                             | 1,100           | 1,100           | 1,100           |
| 451-50-40    | ADVERTISING & PRINTING                | 4,500           | 4,000           | 4,000           |
| 451-50-60    | SOFTWARE MAINTENANCE                  | 0               | 2,500           | 2,575           |
| 451-50-90    | TRAINING                              | 3,000           | 2,500           | 0               |
| 451-60-10    | MATERIALS & SUPPLIES                  | 3,000           | 3,000           | 3,000           |
| 451-60-11    | GENERAL EXPENSES                      | 1,000           | 1,000           | 1,000           |
| 451-60-12    | COMPUTER                              | 0               | 2,000           | 0               |
| 451-60-13    | COPIER                                | 2,000           | 2,000           | 2,000           |
| 451-60-15    | POSTAGE                               | 1,000           | 1,000           | 1,000           |
| 451-60-17    | GASOLINE & OIL                        | 18,000          | 19,000          | 19,000          |
| 451-60-18    | UNIFORMS                              | 500             | 500             | 500             |
| 451-60-22    | ELECTRIC                              | 13,000          | 13,000          | 11,000          |
| 451-60-23    | WATER                                 | 7,000           | 10,000          | 12,000          |
| 451-60-24    | FUEL OIL                              | 4,000           | 3,000           | 3,500           |
|              | <b>TOTAL P&amp;R GENERAL EXPENSE:</b> | <b>580,375</b>  | <b>583,125</b>  | <b>576,660</b>  |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

GENERAL FUND PAGE 13

| ACCOUNT CODE | DESCRIPTION                                   | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | = |
|--------------|-----------------------------------------------|-----------------|-----------------|-----------------|---|
| 101-1910     | <b>PARKS &amp; RECREATION</b>                 |                 |                 |                 | = |
|              | <b>EMPLOYEE - BENEFITS</b>                    |                 |                 |                 | = |
| 451-20-10    | MEDICAL                                       | 49,030          | 41,590          | 44,820          | = |
| 451-20-20    | SOCIAL SECURITY                               | 19,750          | 20,520          | 21,015          | = |
| 451-20-30    | RETIREMENT                                    | 27,250          | 28,285          | 29,830          | = |
| 451-20-50    | UNEMPLOYMENT COMPENSATION                     | 1,665           | 1,730           | 2,140           | = |
| 451-20-60    | WORKMAN'S COMPENSATION                        | 9,375           | 7,475           | 9,405           | = |
| 451-20-70    | GROUP LIFE INSURANCE                          | 2,800           | 2,855           | 2,920           | = |
|              | <b>TOTAL P&amp;R EMPLOYEE BENEFITS</b>        | 109,870         | 102,455         | 110,130         | = |
|              | <b>TOTAL P&amp;R OPERATIONAL EXPENSES:</b>    | 690,245         | 685,580         | 686,790         | = |
|              | <b>PARKS &amp; RECREATION CAPITAL</b>         |                 |                 |                 | = |
| 451-70-40    | CAPITAL-EQUIPMENT                             | 0               | 12,600          | 30,000          | = |
| 451-70-50    | CAPITAL-PARKS                                 | 0               | 85,000          | 25,000          | = |
|              | <b>TOTAL P&amp;R CAPITAL</b>                  | 0               | 97,600          | 55,000          | = |
| 201-7010     | <b>PARKS &amp; RECREATION ENTERPRISE FUND</b> |                 |                 |                 | = |
| 451-30-11    | BOYS AND GIRLS CLUB RENTAL                    | 0               | 25,000          | 25,000          | = |
| 347-10-10    | EXPENDITURES                                  | 170,000         | 100,000         | 100,000         | = |
| 451-69-10    | ENTERPRISE PROGRAM REVENUES                   | (170,000)       | (100,000)       | (100,000)       | = |
|              | <b>TOTAL P&amp;R ENTERPRISE EXPENSE</b>       | 0               | 25,000          | 25,000          | = |
|              | <b>TOTAL PARKS &amp; REC. BUDGET</b>          | 690,245         | 808,180         | 766,790         | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

GENERAL FUND PAGE 14

| ACCOUNT CODE              | DESCRIPTION                            | BUDGET FY09-10   | BUDGET FY10-11   | BUDGET FY11-12   | =        |
|---------------------------|----------------------------------------|------------------|------------------|------------------|----------|
| <b>GENERAL GOVERNMENT</b> |                                        |                  |                  |                  |          |
| <b>101-1110</b>           | <b>COUNCIL</b>                         |                  |                  |                  | =        |
| 411-10-10                 | SALARIES & EXPENSES-COUNCIL            | 29,000           | 30,000           | 30,000           | =        |
| 411-20-20                 | SOCIAL SECURITY                        | 1,150            | 1,225            | 1,225            | =        |
| 411-30-10                 | CONTRACT SERV.-RECORDING EQUIP.        | 1,000            | 1,000            | 1,000            | =        |
| 411-30-20                 | LEGAL                                  | 10,000           | 10,000           | 10,000           | =        |
| 411-40-31                 | COST ALLOCATION-CITY HALL BUILDING     | 9,800            | 10,840           | 11,600           | =        |
| 411-68-11                 | PUBLIC OFFICIALS & LIABILITY INSURANCE | 16,920           | 16,920           | 16,000           | =        |
| 411-68-13                 | COUNCIL EXPENSE                        | 12,000           | 12,000           | 17,000           | =        |
| 411-68-14                 | EMPLOYEE RECOGNITION                   | 7,000            | 8,000            | 8,000            | =        |
| 411-68-15                 | CODIFICATION                           | 2,500            | 2,500            | 4,000            | =        |
| 411-68-16                 | CARLISLE FIRE COMPANY                  | 140,000          | 140,000          | 140,000          | =        |
| 411-68-17                 | MUSEUM                                 | 18,000           | 18,000           | 21,500           | =        |
| 411-68-19                 | DOWNTOWN MILFORD INC.                  | 35,000           | 35,000           | 42,500           | =        |
| 411-68-20                 | MILFORD LIBRARY                        | 75,000           | 75,000           | 75,000           | =        |
| 411-68-21                 | BOYS AND GIRLS CLUB                    | 105,400          | 105,400          | 163,735          | =        |
| 411-68-22                 | CEMETERY EXPENSE                       | 0                | 5,000            | 5,000            | =        |
| 411-68-30                 | COMMUNITY EVENTS                       | 10,000           | 0                | 0                | =        |
| 411-90-91                 | XFER TO GREEN ACRES RESERVES           | 100,000          | 0                | 0                | =        |
| <b>101-1210</b>           | <b>ELECTIONS</b>                       |                  |                  |                  | =        |
| 414-10-10                 | SALARIES-ELECTIONS                     | 4,000            | 4,000            | 4,000            | =        |
| 414-60-12                 | SUPPLIES-ELECTIONS                     | 1,000            | 1,000            | 1,000            | =        |
|                           | <b>TOTAL COUNCIL AND ELECTIONS</b>     | <b>577,770</b>   | <b>475,885</b>   | <b>551,560</b>   | <b>=</b> |
|                           | <b>TOTAL GENERAL FUND BUDGET</b>       | <b>8,017,855</b> | <b>8,102,132</b> | <b>8,155,405</b> | <b>=</b> |

**EXPENSES BUDGETED FROM GENERAL FUND CAPITAL RESERVES**

|                                      |                         |
|--------------------------------------|-------------------------|
| <b><u>CITY ADMINISTRATION</u></b>    |                         |
| ECONOMIC DEVELOPMENT POSITION        | \$86,000                |
| <b><u>IT</u></b>                     |                         |
| COMPUTER SERVER                      | \$13,000                |
| <b><u>POLICE</u></b>                 |                         |
| VEHICLES                             | \$71,500                |
| <b><u>PARKS &amp; RECREATION</u></b> |                         |
| MISPILLION GREENWAY-PARKING          | \$10,000                |
| LAKELAND PVC FENCE                   | \$15,000                |
| 2 MOWERS                             | <u>\$30,000</u>         |
|                                      | <b>\$55,000</b>         |
| <b><u>STREETS</u></b>                |                         |
| VEHICLE                              | \$30,000                |
| <b>GF CAPITAL BUDGET TRANSFER</b>    | <b><u>\$255,500</u></b> |

**EXPENSES BUDGETED FROM MUNICIPAL STREET AID**

|                                   |                         |
|-----------------------------------|-------------------------|
| <b><u>STREETS</u></b>             |                         |
| AIRPORT RD ENGINEERING            | \$50,000                |
| DUMP TRUCK                        | <u>\$145,000</u>        |
| <b>TRANSFER FROM MUN. ST. AID</b> | <b><u>\$195,000</u></b> |

**POLICE EXPENSES BUDGETED FROM REAL ESTATE TRANSFER TAX FUNDS**

|                            |                         |
|----------------------------|-------------------------|
| POLICE DEPT. FUND TRANSFER | <b><u>\$500,000</u></b> |
|----------------------------|-------------------------|

**EXPENSES BUDGETED FROM GF FUND BALANCE**

|                                 |                         |
|---------------------------------|-------------------------|
| BOYS AND GIRLS CLUB BUILDING    | \$163,733               |
| LIBRARY BUILDING FUND           | \$75,000                |
| DMI ANNUAL SERVICE CONTRACT     | \$7,500                 |
| <b>TRANSFER GF FUND BALANCE</b> | <b><u>\$246,233</u></b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 REVENUES

WATER & SEWER FUND PAGE 16

| ACCOUNT CODE | DESCRIPTION                      | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  | =        |
|--------------|----------------------------------|------------------|------------------|------------------|----------|
| 202-2020     | <b>WATER DIVISION</b>            |                  |                  |                  | =        |
| 344-10-10    | SERVICE BILLINGS                 | 2,105,630        | 2,109,312        | 2,152,255        | =        |
| 344-10-20    | LATE PENALTIES                   | 7,000            | 6,500            | 6,500            | =        |
| 344-10-40    | CONNECT AND RECONNECT FEES       | 30,000           | 13,500           | 20,000           | =        |
| 344-10-45    | NEW METER CONNECTIONS            | 8,000            | 6,000            | 7,000            | =        |
| 359-10-99    | MISCELLANEOUS                    | 500              | 500              | 500              | =        |
| 361-10-00    | EARNINGS ON INVESTMENTS          | 9,000            | 3,500            | 1,000            | =        |
|              | <b>TOTAL WATER REVENUES</b>      | <b>2,160,130</b> | <b>2,139,312</b> | <b>2,187,255</b> | <b>=</b> |
| 203-3030     | <b>WASTEWATER DIVISION</b>       |                  |                  |                  | =        |
| 344-10-09    | KENT COUNTY COST ADJUSTMENTS     | 1,600,000        | 1,400,000        | 1,350,000        | =        |
| 344-10-10    | SERVICE BILLINGS                 | 1,807,970        | 1,956,956        | 1,898,225        | =        |
| 344-10-20    | PENALTIES                        | 12,000           | 8,000            | 8,000            | =        |
| 344-10-40    | WASTEWATER CONNECTION FEES       | 2,000            | 1,000            | 1,000            | =        |
| 361-10-00    | EARNINGS ON INVESTMENTS          | 8,000            | 1,000            | 500              | =        |
| 361-10-00    | TRANSFER FROM CAPITAL RESERVES   | 35,000           | 0                | 0                | =        |
|              | <b>TOTAL WASTEWATER REVENUES</b> | <b>3,464,970</b> | <b>3,366,956</b> | <b>3,257,725</b> | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

WATER FUND: O&M PAGE 17A

| ACCOUNT CODE | DESCRIPTION                             | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|--------------|-----------------------------------------|-----------------|-----------------|-----------------|----------|
| 202-2020     | <b>WATER DIVISION</b>                   |                 |                 |                 | =        |
| 432-10-10    | SALARIES WAGES                          | 148,655         | 119,255         | 122,435         | =        |
| 432-10-30    | SALARIES WAGES-OVERTIME                 | 12,000          | 11,000          | 11,500          | =        |
| 432-10-50    | SALARIES WAGES-ON CALL                  | 13,000          | 13,000          | 15,000          | =        |
| 432-30-10    | CONTRACT SERVICES                       | 35,000          | 35,000          | 35,000          | =        |
| 432-30-20    | LEGAL EXPENSES                          | 500             | 500             | 500             | =        |
| 432-30-30    | AUDITING                                | 6,000           | 6,000           | 6,000           | =        |
| 432-30-50    | ENGINEERING                             | 15,000          | 15,000          | 12,000          | =        |
| 432-40-11    | WELLS                                   | 75,000          | 75,000          | 57,000          | =        |
| 432-40-12    | MAINS                                   | 20,000          | 30,000          | 17,000          | =        |
| 432-40-13    | CHEMICALS                               | 50,000          | 50,000          | 45,000          | =        |
| 432-40-14    | SERVICE CONNECTIONS                     | 10,000          | 10,000          | 10,000          | =        |
| 432-40-15    | PUMPING - POWER PURCHASED               | 275,000         | 255,000         | 250,000         | =        |
| 432-40-29    | MAINT. & REPAIR - VEHICLE LABOR         | 5,000           | 8,500           | 7,000           | =        |
| 432-40-30    | MAINT. & REPAIR - VEHICLES              | 2,500           | 4,000           | 3,000           | =        |
| 432-40-31    | MAINT. & REPAIR - BUILDING              | 6,000           | 12,000          | 10,000          | =        |
| 432-40-34    | MAINT. & REPAIR - WATER TOWERS          | 10,000          | 10,000          | 52,000          | =        |
| 432-50-19    | MAINT. & REPAIR - SCADA                 | 10,000          | 10,000          | 7,000           | =        |
| 432-50-20    | INSURANCE                               | 9,730           | 9,730           | 10,500          | =        |
| 432-50-30    | TELEPHONE                               | 4,000           | 4,000           | 3,400           | =        |
| 432-50-31    | CELLPHONE                               | 4,000           | 4,000           | 4,000           | =        |
| 432-50-40    | ADVERTISING & PRINTING                  | 1,200           | 1,200           | 1,000           | =        |
| 432-50-90    | TRAINING                                | 2,000           | 3,000           | 1,500           | =        |
| 432-60-10    | MATERIALS & SUPPLIES                    | 6,000           | 6,000           | 6,000           | =        |
| 432-60-11    | GENERAL EXPENSE                         | 1,500           | 1,500           | 1,500           | =        |
| 432-60-17    | GASOLINE & OIL                          | 10,000          | 10,000          | 10,000          | =        |
| 432-60-18    | UNIFORMS                                | 3,750           | 2,000           | 1,500           | =        |
| 432-60-24    | FUEL OIL                                | 3,000           | 3,000           | 3,500           | =        |
|              |                                         |                 |                 |                 | =        |
|              | <b>TOTAL WATER DIVISION O&amp;M EXP</b> | <b>738,835</b>  | <b>708,685</b>  | <b>703,335</b>  | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

WATER FUND: O&M PAGE 17B

| ACCOUNT CODE | DESCRIPTION                           | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  | =        |
|--------------|---------------------------------------|------------------|------------------|------------------|----------|
| 202-2020     | <b>WATER DIVISION</b>                 |                  |                  |                  | =        |
|              | <b>EMPLOYEE BENEFITS</b>              |                  |                  |                  | =        |
| 432-20-10    | MEDICAL                               | 31,025           | 32,505           | 32,505           | =        |
| 432-20-20    | SOCIAL SECURITY                       | 13,285           | 11,060           | 11,545           | =        |
| 432-20-30    | RETIREMENT                            | 16,005           | 12,575           | 15,905           | =        |
| 432-20-50    | UNEMPLOYMENT COMPENSATION             | 990              | 820              | 1,025            | =        |
| 432-20-60    | WORKMEN'S COMPENSATION                | 8,025            | 6,065            | 6,140            | =        |
| 432-20-70    | GROUP LIFE INSURANCE                  | 1,785            | 1,415            | 1,445            | =        |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>        | <b>71,115</b>    | <b>64,440</b>    | <b>68,565</b>    | <b>=</b> |
| 432-90-30    | INTERDEPARTMENTAL TRANSFERS           | 154,190          | 154,190          | 154,190          | =        |
| 432-90-70    | TRANSFER TO METER DEPT.               | 277,540          | 326,851          | 249,265          | =        |
| 432-90-80    | TRANSFER TO PUBLIC WORKS              | 21,890           | 28,244           | 86,085           | =        |
| 432-90-81    | TRANSFER TO ENGINEERING               | 30,000           | 36,300           | 0                | =        |
| 432-90-82    | TRANSFER TO BILLING                   | 88,600           | 90,552           | 97,625           | =        |
|              | <b>TOTAL WATER DIVISION - O&amp;M</b> | <b>1,382,170</b> | <b>1,409,262</b> | <b>1,359,065</b> | <b>=</b> |
|              | <b>DEBT SERVICE</b>                   |                  |                  |                  | <b>=</b> |
| 432-80-10    | G O BONDS 2002(96)-PRINCIPAL          | 126,145          | 129,350          | 132,560          | =        |
| 432-80-11    | G O BONDS 2002(96)-INTEREST           | 37,330           | 33,175           | 28,790           | =        |
| 432-80-15    | G O BONDS 2002(92)-PRINCIPAL          | 261,195          | 267,835          | 274,475          | =        |
| 432-80-16    | G O BONDS 2002(92)-INTEREST           | 77,290           | 68,690           | 59,605           | =        |
| 432-80-8-9   | 2010-11 NEW LOAN                      | 231,000          | 231,000          | 206,240          | =        |
| 432-80-8-9   | 2010-11 ADDITIONAL NEW LOAN           | 0                | 0                | 101,520          | =        |
|              | <b>TOTAL WATER DIVISION DEBT</b>      | <b>732,960</b>   | <b>730,050</b>   | <b>803,190</b>   | <b>=</b> |
|              | <b>WATER CAPITAL</b>                  |                  |                  |                  | <b>=</b> |
| 432-70-40    | CAPITAL OUTLAY-EQUIPMENT              | 0                | 0                | 25,000           | =        |
| 432-70-42    | CAPITAL OUTLAY-VEHICLE                | 45,000           | 0                | 0                | =        |
|              | <b>TOTAL WATER DIVISION</b>           | <b>2,160,130</b> | <b>2,139,312</b> | <b>2,187,255</b> | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

METER DEPT. : O&M PAGE 18A

| ACCOUNT CODE | DESCRIPTION                               | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|--------------|-------------------------------------------|-----------------|-----------------|-----------------|----------|
| 223-6220     | <b>METER DEPT.-WATER &amp; SEWER DIV.</b> |                 |                 |                 | =        |
| 436-10-10    | SALARIES WAGES                            | 77,055          | 79,200          | 80,960          | =        |
| 436-10-11    | SALARIES WAGES-VACATION SELLBACK          | 640             | 660             | 0               | =        |
| 436-10-20    | TEMPORARY WAGES                           | 8,310           | 0               | 0               | =        |
| 436-10-30    | SALARIES WAGES-OVERTIME                   | 4,000           | 4,000           | 3,750           | =        |
| 436-10-50    | SALARIES WAGES-ON CALL                    | 2,600           | 2,600           | 2,600           | =        |
| 436-30-10    | CONTRACT SERVICES                         | 20,000          | 8,500           | 3,000           | =        |
| 436-30-30    | AUDITING                                  | 2,000           | 2,000           | 2,000           | =        |
| 436-40-10    | METERS                                    | 44,815          | 53,900          | 30,000          | =        |
| 436-40-29    | MAINT. & REPAIR - VEHICLES LABOR          | 3,000           | 4,000           | 3,000           | =        |
| 436-40-30    | MAINT. & REPAIR - VEHICLES                | 2,000           | 2,000           | 2,000           | =        |
| 436-50-20    | INSURANCE                                 | 2,770           | 2,770           | 2,200           | =        |
| 436-50-30    | TELEPHONE                                 | 600             | 600             | 300             | =        |
| 436-50-31    | CELLPHONE                                 | 850             | 850             | 1,000           | =        |
| 436-50-40    | ADVERTISING & PRINTING                    | 1,500           | 2,000           | 1,500           | =        |
| 436-50-90    | TRAINING                                  | 900             | 8,900           | 4,500           | =        |
| 436-60-10    | MATERIALS & SUPPLIES                      | 4,200           | 3,400           | 3,000           | =        |
| 436-60-11    | GENERAL EXPENSE                           | 850             | 0               | 400             | =        |
| 436-60-15    | POSTAGE                                   | 800             | 800             | 100             | =        |
| 436-60-17    | GASOLINE & OIL                            | 5,000           | 5,000           | 6,000           | =        |
| 436-60-18    | UNIFORMS                                  | 2,630           | 1,500           | 1,500           | =        |
| 436-60-90    | COMPUTERS                                 | 0               | 2,000           | 0               | =        |
| 436-90-80    | TRANSFER TO PW DEPT.                      | 1,670           | 10,152          | 8,450           | =        |
|              | <b>TOTAL METER DEPT.:O&amp;M EXP</b>      | <b>186,190</b>  | <b>194,832</b>  | <b>156,260</b>  | <b>=</b> |

**CITY OF MILFORD  
BUDGET FISCAL YEAR 2011-2012  
EXPENDITURES**

**METER DEPT. : O&M PAGE 18B**

| ACCOUNT CODE | DESCRIPTION                          | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | = |
|--------------|--------------------------------------|-----------------|-----------------|-----------------|---|
| 223-6220     | METER DEPT.-WATER & SEWER DIV.       |                 |                 |                 | = |
|              | <b>EMPLOYEE BENEFITS</b>             |                 |                 |                 | = |
| 436-20-10    | MEDICAL                              | 11,860          | 13,055          | 13,055          | = |
| 436-20-20    | SOCIAL SECURITY                      | 6,450           | 6,665           | 6,735           | = |
| 436-20-30    | RETIREMENT                           | 7,055           | 7,290           | 8,145           | = |
| 436-20-50    | UNEMPLOYMENT COMPENSATION            | 400             | 410             | 515             | = |
| 436-20-60    | WORKMEN'S COMPENSATION               | 4,160           | 3,660           | 3,600           | = |
| 436-20-70    | GROUP LIFE INSURANCE                 | 925             | 939             | 955             | = |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>       | 30,850          | 32,019          | 33,005          | = |
|              | <b>TOTAL METER DEPT.:O&amp;M EXP</b> | 217,040         | 226,851         | 189,265         | = |
|              | <b>METER DEPT. CAPITAL</b>           |                 |                 |                 | = |
| 436-70-40    | CAPITAL-METER PITS                   | 60,500          | 100,000         | 60,000          | = |
|              | <b>TOTAL METER DEPT.</b>             | 277,540         | 326,851         | 249,265         | = |
| 223-0000     | <b>BUDGET NOTE:</b>                  |                 |                 |                 | = |
| 331-10-20    | WATER TRANSFER TO THE METER DEPT.    | (277,540)       | (326,851)       | (249,265)       | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

SEWER FUND: O & M PAGE 19

| ACCOUNT CODE | DESCRIPTION                       | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  |
|--------------|-----------------------------------|------------------|------------------|------------------|
| 203-3030     | <b>WASTEWATER DIVISION</b>        |                  |                  |                  |
| 432-10-10    | SALARIES & WAGES                  | 148,655          | 119,255          | 122,435          |
| 432-10-30    | SALARIES & WAGES-OVERTIME         | 12,000           | 11,000           | 11,500           |
| 432-10-50    | SALARIES & WAGES-ON CALL          | 13,000           | 13,000           | 15,000           |
| 432-30-10    | CONTRACT SERVICES                 | 20,000           | 20,000           | 20,000           |
| 432-30-20    | LEGAL EXPENSE                     | 500              | 500              | 500              |
| 432-30-30    | AUDITING                          | 6,000            | 6,000            | 6,000            |
| 432-30-50    | ENGINEERING EXPENSE               | 20,000           | 20,000           | 15,000           |
| 432-40-12    | MAINS                             | 10,000           | 50,000           | 25,000           |
| 432-40-13    | CHEMICALS                         | 20,000           | 20,000           | 20,000           |
| 432-40-14    | SERVICE CONNECTIONS               | 5,000            | 5,000            | 3,000            |
| 432-40-15    | PUMPING - POWER PURCHASED         | 26,000           | 30,000           | 30,000           |
| 432-40-17    | LIFT STATIONS                     | 60,000           | 80,000           | 70,000           |
| 432-40-18    | FACILITIES                        | 5,000            | 5,000            | 4,000            |
| 432-40-19    | WASTEWATER TREATMENT              | 1,600,000        | 1,400,000        | 1,350,000        |
| 432-40-20    | WASTEWATER TREATMENT-I & I        | 400,000          | 500,000          | 450,000          |
| 432-40-29    | MAINT. & REPAIRS - VEHICLES LABOR | 6,000            | 8,500            | 7,500            |
| 432-40-30    | MAINT. & REPAIRS - VEHICLES       | 6,000            | 7,000            | 5,500            |
| 432-40-32    | MAINT. & REPAIRS - EQUIPMENT      | 5,000            | 5,000            | 3,000            |
| 432-50-19    | MAINT. & REPAIRS - SCADA          | 10,000           | 10,000           | 10,000           |
| 432-50-20    | INSURANCE                         | 4,025            | 4,025            | 4,200            |
| 432-50-30    | TELEPHONE                         | 1,300            | 1,300            | 1,400            |
| 432-50-40    | ADVERTISING & PRINTING            | 1,000            | 1,000            | 1,000            |
| 432-50-90    | TRAINING                          | 2,000            | 3,000            | 1,500            |
| 432-60-10    | MATERIALS & SUPPLIES              | 5,000            | 5,000            | 5,000            |
| 432-60-11    | GENERAL EXPENSES                  | 1,000            | 1,000            | 1,000            |
| 432-60-15    | POSTAGE                           | Moved            |                  |                  |
| 432-60-17    | GASOLINE & OIL                    | 10,000           | 10,000           | 10,000           |
| 432-60-18    | UNIFORMS                          | 3,750            | 2,000            | 2,000            |
|              | <b>TOTAL WASTEWATER GEN. EXP</b>  | <b>2,401,230</b> | <b>2,337,580</b> | <b>2,194,535</b> |

**CITY OF MILFORD  
BUDGET FISCAL YEAR 2011-2012  
EXPENDITURES**

**SEWER FUND: O & M PAGE 20**

| ACCOUNT CODE | DESCRIPTION                                 | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  |
|--------------|---------------------------------------------|------------------|------------------|------------------|
| 203-3030     | <b>WASTEWATER DIVISION</b>                  |                  |                  |                  |
|              | <b>EMPLOYEE BENEFITS</b>                    |                  |                  |                  |
| 432-20-10    | MEDICAL                                     | 31,025           | 32,505           | 32,505           |
| 432-20-20    | SOCIAL SECURITY                             | 13,285           | 11,060           | 11,545           |
| 432-20-30    | RETIREMENT                                  | 16,005           | 12,575           | 15,905           |
| 432-20-50    | UNEMPLOYMENT COMPENSATION                   | 990              | 820              | 1,025            |
| 432-20-60    | WORKMEN'S COMPENSATION                      | 9,370            | 6,065            | 6,140            |
| 432-20-70    | GROUP LIFE INSURANCE                        | 1,785            | 1,415            | 1,445            |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>              | <b>72,460</b>    | <b>64,440</b>    | <b>68,565</b>    |
| 432-90-30    | INTERDEPARTMENTAL TRANSFERS                 | 154,190          | 154,190          | 154,190          |
| 432-90-80    | TRANSFER TO PUBLIC WORKS                    | 3,890            | 28,244           | 86,085           |
| 432-90-81    | TRANSFER TO ENGINEERING DEPT.               | 30,000           | 36,300           | 0                |
| 432-90-82    | TRANSFER TO BILLING DEPT.                   | 88,600           | 90,552           | 97,625           |
|              | <b>TOTAL WASTEWATER DIVISION - O&amp;M:</b> | <b>2,750,370</b> | <b>2,711,306</b> | <b>2,601,000</b> |
|              | <b>DEBT SERVICE</b>                         |                  |                  |                  |
| 432-80-10    | G O BONDS 1992 & 1996-PRINCIPAL             | 166,620          | 170,855          | 175,090          |
| 432-80-11    | G O BONDS 1992 & 1996-INTEREST              | 49,305           | 43,820           | 38,025           |
| 432-80-12    | 2000 STATE REV. FUND LOAN-PRINCIPAL         | 77,765           | 80,115           | 82,535           |
| 432-80-28    | 2000 STATE REV. FUND LOAN-INTEREST          | 35,910           | 33,555           | 31,135           |
| 432-80-6-7   | 2010-11 STATE LOAN                          | 0                | 13,305           | 61,000           |
| 432-80-6-7   | 2010-11 BOND ISSUE                          | 350,000          | 314,000          | 268,940          |
|              | <b>TOTAL WASTEWATER DEBT</b>                | <b>679,600</b>   | <b>655,650</b>   | <b>656,725</b>   |
|              | <b>CAPITAL</b>                              |                  |                  |                  |
| 432-70-40    | CAPITAL OUTLAY-EQUIPMENT                    | 35,000           | 0                | 0                |
|              | <b>TOTAL WASTEWATER DIVISION</b>            | <b>3,464,970</b> | <b>3,366,956</b> | <b>3,257,725</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 REVENUE

SOLID WASTE FUND PAGE 21

| ACCOUNT<br>CODE | DESCRIPTION                       | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 | =        |
|-----------------|-----------------------------------|--------------------|--------------------|--------------------|----------|
| 204-4040        | <b>SOLID WASTE DIVISION</b>       |                    |                    |                    | =        |
| 399-40-00       | BUDGETED FUND BALANCE-TRUCK       | 112,065            | 0                  | 0                  | =        |
| 344-10-70       | SERVICE BILLINGS-COMMERCIAL       | 156,000            | 165000             | 165000             | =        |
| 344-10-70&71    | SERVICE BILLINGS-RESIDENTIAL      | 840,000            | 905000             | 905000             | =        |
| 344-10-70&71    | SERVICE BILLINGS-BULK TRASH       | 12,000             | 9702               | 10000              | =        |
| 344-10-20       | LATE PENALTIES                    | 4,000              | 4500               | 4500               | =        |
| 344-10-74       | REBATE- SOLID WASTE AUTHORITY     | 48,000             | 0                  | 0                  | =        |
| 361-10-00       | EARNINGS ON INVESTMENTS           | 3,000              | 1500               | 1500               | =        |
|                 | <b>TOTAL SOLID WASTE REVENUE:</b> | <b>1,175,065</b>   | <b>1,085,702</b>   | <b>1,086,000</b>   | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

SOLID WASTE FUND PAGE 22

| ACCOUNT CODE | DESCRIPTION                             | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 |
|--------------|-----------------------------------------|-----------------|-----------------|-----------------|
| 204-4040     | <b>SOLID WASTE DIVISION</b>             |                 |                 |                 |
| 432-10-10    | SALARIES & WAGES                        | 197,770         | 203,975         | 204,700         |
| 432-10-11    | SALARIES & WAGES-VACATION SELLBACK      | 0               | 0               | 670             |
| 432-10-20    | SALARIES & WAGES-TEMPORARY              | 10,000          | 10,000          | 10,000          |
| 432-10-20    | SALARIES & WAGES-OVERTIME               | 14,000          | 14,000          | 11,000          |
| 432-30-10    | CONTRACT SERVICE                        | 0               | 10,000          | 10,000          |
| 432-30-11    | CONTRACT SERVICE-RECYCLING              | 45,000          | 4,000           | 0               |
| 432-30-30    | AUDITING                                | 6,000           | 6,000           | 6,000           |
| 432-40-29    | MAINT. & REPAIR - VEHICLE LABOR         | 25,000          | 25,000          | 20,000          |
| 432-40-30    | MAINT. & REPAIR - VEHICLE               | 35,000          | 37,275          | 30,000          |
| 432-42-10    | LANDFILL FEES                           | 300,000         | 327,000         | 337,000         |
| 432-50-20    | INSURANCE                               | 9,325           | 9,325           | 9,500           |
| 432-50-40    | ADVERTISING AND PRINTING                | 700             | 1,500           | 2,000           |
| 432-50-90    | TRAINING                                | 0               | 1,000           | 1,000           |
| 432-60-10    | MATERIALS & SUPPLIES                    | 6,000           | 8,500           | 22,000          |
| 432-60-11    | GENERAL EXPENSES                        | 2,000           | 2,000           | 2,000           |
| 432-60-17    | GASOLINE & OIL                          | 25,000          | 31,000          | 31,000          |
| 432-60-18    | UNIFORMS                                | 6,000           | 5,000           | 4,000           |
| 432-60-19    | RADIO                                   | 0               | 0               | 0               |
| 432-60-21    | NATURAL GAS                             | 3,000           | 6,000           | 6,000           |
| 432-90-30    | INTERDEPARTMENTAL TRANSFERS             | 102,930         | 102,930         | 102,930         |
| 432-90-80    | TRANSFER TO PUBLIC WORKS                | 7,780           | 42,732          | 33,805          |
| 432-90-81    | TRANSFER TO ENGINEERING DEPT.           | 30,000          | 0               | 0               |
| 432-90-82    | TRANSFER TO BILLING DEPT.               | 59,065          | 60,360          | 65,085          |
|              | <b>TOTAL SOLID WASTE O &amp; M EXP.</b> | <b>884,570</b>  | <b>907,597</b>  | <b>908,690</b>  |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

SOLID WASTE FUND PAGE 23

| ACCOUNT<br>CODE | DESCRIPTION                       | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 | = |
|-----------------|-----------------------------------|--------------------|--------------------|--------------------|---|
| 204-4040        | <b>SOLID WASTE DIVISION</b>       |                    |                    |                    | = |
|                 | <b>EMPLOYEE BENEFITS</b>          |                    |                    |                    | = |
| 432-20-10       | MEDICAL                           | 46,370             | 55,530             | 55,530             | = |
| 432-20-20       | SOCIAL SECURITY                   | 16,200             | 17,100             | 16,765             | = |
| 432-20-30       | RETIREMENT                        | 22,410             | 24,050             | 23,275             | = |
| 432-20-50       | UNEMPLOYMENT COMPENSATION         | 1,710              | 1,775              | 2,220              | = |
| 432-20-60       | WORKMEN'S COMPENSATION            | 11,430             | 9,230              | 8,915              | = |
| 432-20-70       | GROUP LIFE INSURANCE              | 2,375              | 2,420              | 2,410              | = |
|                 | <b>TOTAL EMPLOYEE BENEFITS</b>    | 100,495            | 110,105            | 109,115            | = |
| 432-70-20-44    | RESERVES-FUTURE RATE INCREASE     | 190,000            | 68,000             | 68,195             | = |
|                 | <b>TOTAL SOLID WASTE CAPITAL</b>  | 190,000            | 68,000             | 68,195             | = |
|                 | <b>TOTAL SOLID WASTE EXPENSES</b> | 1,175,065          | 1,085,702          | 1,086,000          | = |

**CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 REVENUE**

**ELECTRIC REVENUE PAGE 24**

| ACCOUNT<br>CODE | DESCRIPTION                            | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 | =        |
|-----------------|----------------------------------------|--------------------|--------------------|--------------------|----------|
| 205-0000        | <b>ELECTRIC DIVISION REVENUE</b>       |                    |                    |                    | =        |
| 334-10-10       | SERVICE BILLING                        | 28,000,000         | 26,749,065         | 27,700,000         | =        |
| 334-10-20       | LATE PENALTIES                         | 70,000             | 70,000             | 80,000             | =        |
| 334-10-30       | RETURNED CHECKS                        | 5,000              | 5,500              | 5,500              | =        |
| 334-10-40       | CONNECTION FEES                        | 75,000             | 77,500             | 80,000             | =        |
| 334-10-41       | UNDERGROUND FEES                       | 5,000              | 7,500              | 10,000             | =        |
| 359-10-99       | MISCELLANEOUS                          | 5,000              | 5,000              | 5,000              | =        |
| 361-10-00       | EARNINGS ON INVESTMENTS                | 50,000             | 9,000              | 3,000              | =        |
| 392-10-10       | SALE OF PROPERTY OR EQUIPMENT          | 3,000              | 2,000              | 2,000              | =        |
|                 | <b>TOTAL ELECTRIC DIVISION REVENUE</b> | <b>28,213,000</b>  | <b>26,925,565</b>  | <b>27,885,500</b>  | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

ELECTRIC FUND O&M PAGE 25A

| ACCOUNT CODE    | DESCRIPTION                              | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  | =        |
|-----------------|------------------------------------------|------------------|------------------|------------------|----------|
| <b>205-5050</b> | <b>ELECTRIC DIVISION</b>                 |                  |                  |                  | =        |
| 432-10-10       | SALARIES & WAGES                         | 700,430          | 666,995          | 603,070          | =        |
| 432-10-11       | SALARIES & WAGES-VACATION SELLBACK       | 5,380            | 5,530            | 5,630            | =        |
| 432-10-30       | SALARIES & WAGES-OVERTIME                | 42,000           | 42,000           | 30,000           | =        |
| 432-10-50       | SALARIES & WAGES-ON CALL                 | 38,000           | 38,000           | 39,140           | =        |
| 432-30-10       | CONTRACT SERVICES                        | 25,000           | 23,500           | 20,000           | =        |
| 432-30-20       | LEGAL SERVICE                            | 2,500            | 2,500            | 2,500            | =        |
| 432-30-30       | AUDITING                                 | 6,000            | 6,000            | 6,000            | =        |
| 432-30-50       | ENGINEERING SERVICE                      | 30,000           | 30,000           | 20,000           | =        |
| 432-40-29       | MAINT. & REPAIRS - VEHICLE LABOR         | 28,000           | 26,000           | 22,215           | =        |
| 432-40-30       | MAINT. & REPAIRS - VEHICLES              | 20,000           | 30,000           | 33,000           | =        |
| 432-44-20       | RENTAL OF EQUIPMENT                      | 3,500            | 3,500            | 2,500            | =        |
| 432-50-10       | TRAFFIC SIGNALS                          | 5,000            | 5,000            | 5,000            | =        |
| 432-50-11       | SUB-STATIONS                             | 30,000           | 80,000           | 50,000           | =        |
| 432-50-12       | DISTRIBUTION LINES                       | 300,000          | 300,000          | 250,000          | =        |
| 432-50-20       | INSURANCE                                | 49,365           | 49,365           | 55,000           | =        |
| 432-50-30       | TELEPHONE                                | 6,000            | 7,000            | 5,000            | =        |
| 432-50-31       | CELLPHONE                                | 5,000            | 6,000            | 5,000            | =        |
| 432-50-35       | COMMUNICATIONS (TELEMETERING)            | 2,350            | 2,350            | 2,350            | =        |
| 432-50-40       | ADVERTISING & PRINTING                   | 2,500            | 2,500            | 3,000            | =        |
| 432-50-90       | TRAINING                                 | 20,000           | 20,000           | 15,000           | =        |
| 432-60-10       | MATERIALS & SUPPLIES                     | 3,000            | 3,000            | 2,500            | =        |
| 432-60-11       | GENERAL EXPENSE                          | 3,000            | 3,000            | 1,500            | =        |
| 432-60-16       | BILLING-RATE CONSULTANT                  | 20,000           | 30,000           | 20,000           | =        |
| 432-60-17       | GASOLINE & OIL                           | 30,000           | 30,000           | 27,000           | =        |
| 432-60-18       | UNIFORMS                                 | 25,000           | 10,000           | 7,000            | =        |
| 432-60-19       | RADIO                                    | 3,000            | 3,000            | 1,500            | =        |
| 432-60-20       | ENERGY AUDITS                            | 20,000           | 20,000           | 10,000           | =        |
| 432-60-25       | SMALL TOOLS                              | 12,000           | 12,000           | 5,000            | =        |
| 432-60-26       | BOOTS & SAFETY GEAR                      | 15,000           | 15,000           | 15,000           | =        |
|                 | <b>SUB-TOTAL ELECTRIC O &amp; M EXP.</b> | <b>1,452,025</b> | <b>1,472,240</b> | <b>1,263,905</b> | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

ELECTRIC FUND O&M PAGE 25B

| ACCOUNT CODE | DESCRIPTION                                  | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  |
|--------------|----------------------------------------------|------------------|------------------|------------------|
| 205-5050     | <b>ELECTRIC DIVISION O &amp; M CONTINUED</b> |                  |                  |                  |
| 432-50-13    | ENVIRONMENTAL COMPLIANCE                     | 31,000           | 31,000           | 31,000           |
| 432-50-14    | VEGETATION CONTROL                           | 50,000           | 50,000           | 10,000           |
| 432-50-15    | WAREHOUSE EXPENSE                            | 6,500            | 6,500            | 5,000            |
| 432-50-17    | FIBER MAINTENACE                             | 7,000            | 7,000            | 6,000            |
| 432-50-18    | METER PEDESTAL MAINTENACE                    | 10,000           | 10,000           | 2,000            |
| 432-58-40    | INVENTORY EXPENSE                            | 25,000           | 25,000           | 25,000           |
| 432-69-20    | OFFICE EQUIPMENT                             | 5,000            | 5,000            | 4,000            |
| 432-69-30    | BANK CHARGES-BOND ISSUE                      | 0                | 530              | 530              |
| 432-80-30    | METER DEPOSIT INTEREST EXPENSE               | 3,600            | 3,800            | 3,800            |
|              | <b>SUB-TOTAL ELECTRIC O &amp; M EXP.</b>     | <b>1,590,125</b> | <b>1,611,070</b> | <b>1,351,235</b> |
|              | <b>EMPLOYEE BENEFITS</b>                     |                  |                  |                  |
| 432-20-10    | MEDICAL                                      | 139,520          | 122,500          | 107,245          |
| 432-20-20    | SOCIAL SECURITY                              | 60,115           | 58,820           | 52,895           |
| 432-20-30    | RETIREMENT                                   | 73,475           | 74,415           | 72,350           |
| 432-20-50    | UNEMPLOYMENT COMPENSATION                    | 3,640            | 3,410            | 3,415            |
| 432-20-60    | WORKMEN'S COMPENSATION                       | 39,880           | 30,005           | 26,280           |
| 432-20-70    | GROUP LIFE INSURANCE                         | 8,255            | 7,840            | 7,105            |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>               | <b>324,885</b>   | <b>296,990</b>   | <b>269,290</b>   |
|              | <b>TRANSFERS TO OTHER FUNDS</b>              |                  |                  |                  |
| 432-90-20    | TO GENERAL FUND                              | 2,500,000        | 2,500,000        | 2,500,000        |
| 432-90-30    | INTERDEPARTMENTAL                            | 304,170          | 304,170          | 304,170          |
| 432-90-70    | TRANSFER TO METER DEPT.                      | 390,840          | 389,662          | 329,185          |
| 432-90-80    | TRANSFER TO PUBLIC WORKS                     | 65,000           | 83,470           | 96,105           |
| 432-90-82    | TRANSFER TO BILLING DEPT.                    | 354,350          | 362,208          | 385,650          |
| 432-90-85    | TRANSFER TO ENGINEERING                      | 0                | 15,000           | 0                |
|              | <b>TOTAL TRANSFERS</b>                       | <b>3,614,360</b> | <b>3,654,510</b> | <b>3,615,110</b> |
|              | <b>TOTAL ELECTRIC OPERATING EXPENSE:</b>     | <b>5,529,370</b> | <b>5,562,570</b> | <b>5,235,635</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

ELECTRIC POWER & CAPITAL PAGE 26

| ACCOUNT CODE | DESCRIPTION                             | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | = |
|--------------|-----------------------------------------|-----------------|-----------------|-----------------|---|
| 205-5050     | <b>ELECTRIC DIVISION</b>                |                 |                 |                 | = |
|              | <b>POWER PURCHASED</b>                  |                 |                 |                 | = |
| 432-50-16    | DEMEC                                   | 21,500,000      | 20,500,000      | 21,000,000      | = |
|              | <b>DEBT SERVICE</b>                     |                 |                 |                 | = |
| 432-80-17    | 2000 BOND DEBT-PRINCIPAL                | 165,000         | 170,000         | 175,000         | = |
| 432-80-18    | 2000 BOND DEBT-INTEREST                 | 133,110         | 127,995         | 122,555         | = |
| 432-80-21&22 | 2010-11 NEW BOND DEBT                   | 370,000         | 370,000         | 370,000         | = |
|              | <b>TOTAL BOND DEBT</b>                  | 668,110         | 667,995         | 667,555         | = |
|              | <b>CAPITAL OUTLAY</b>                   |                 |                 |                 | = |
| 432-70-20    | BUILDINGS-NEW BILLING FACILITY          | 23,210          | 50,000          | 0               | = |
| 432-70-40    | EQUIPMENT                               | 0               | 85,000          | 0               | = |
| 432-70-42    | VEHICLES                                | 150,000         | 10,000          | 0               | = |
| 432-70-44    | PROJECTS                                | 50,000          | 50,000          | 50,000          | = |
| 432-70-45    | CAPITAL RESERVE FUNDS                   | 292,310         | 0               | 932,310         | = |
|              | <b>TOTAL ELECTRIC FUND CAPITAL</b>      | 515,520         | 195,000         | 982,310         | = |
|              | <b>TOTAL ELECTRIC FUND EXPENDITURES</b> | 28,213,000      | 26,925,565      | 27,885,500      | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

METER DEPT. : O&M PAGE 27A

| ACCOUNT CODE | DESCRIPTION                          | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|--------------|--------------------------------------|-----------------|-----------------|-----------------|----------|
| 223-6250     | <b>METER DEPT.-ELECTRIC DIV.</b>     |                 |                 |                 | =        |
| 436-10-10    | SALARIES WAGES                       | 139,385         | 143,835         | 147,410         | =        |
| 436-10-11    | SALARIES WAGES-VACATION SELLBACK     | 1,420           | 1,460           | 820             | =        |
| 436-10-20    | TEMPORARY WAGES                      | 17,950          | 0               | 0               | =        |
| 436-10-30    | SALARIES WAGES-OVERTIME              | 12,000          | 12,000          | 9,500           | =        |
| 436-10-50    | SALARIES WAGES-ON CALL               | 5,000           | 6,000           | 7,000           | =        |
| 436-30-10    | CONTRACT SERVICES                    | 14,600          | 12,650          | 10,000          | =        |
| 436-30-30    | AUDITING                             | 2,000           | 2,000           | 2,000           | =        |
| 436-40-10    | METERS                               | 56,785          | 82,950          | 30,000          | =        |
| 436-40-29    | MAINT. & REPAIR - VEHICLE LABOR      | 3,000           | 5,000           | 3,000           | =        |
| 436-40-30    | MAINT. & REPAIR - VEHICLES           | 4,000           | 3,000           | 3,800           | =        |
| 436-50-19    | HOMEGUARD PROTECTION SYSTEM          | 700             | 3,900           | 3,900           | =        |
| 436-50-20    | INSURANCE                            | 2,765           | 2,765           | 2,900           | =        |
| 436-50-30    | TELEPHONE                            | 600             | 600             | 300             | =        |
| 436-50-31    | CELLPHONE                            | 1,700           | 1,500           | 1,200           | =        |
| 436-50-40    | ADVERTISING & PRINTING               | 1,000           | 2,500           | 1,500           | =        |
| 436-50-61    | ITRON MAINTENANCE CONTRACT           | 7,000           | 7,000           | 7,000           | =        |
| 436-50-90    | TRAINING                             | 6,800           | 12,400          | 9,800           | =        |
| 436-60-10    | MATERIALS & SUPPLIES                 | 5,750           | 5,750           | 4,000           | =        |
| 436-60-11    | GENERAL EXPENSE                      | 850             | 0               | 500             | =        |
| 436-60-15    | POSTAGE                              | 800             | 800             | 500             | =        |
| 436-60-17    | GASOLINE & OIL                       | 7,000           | 7,000           | 9,000           | =        |
| 436-60-18    | UNIFORMS                             | 3,165           | 1,700           | 1,700           | =        |
| 436-60-90    | COMPUTERS                            | 0               | 2,000           | 0               | =        |
|              | <b>TOTAL METER DEPT.:O&amp;M EXP</b> | <b>294,270</b>  | <b>316,810</b>  | <b>255,830</b>  | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

METER DEPT. : O&M PAGE 27B

| ACCOUNT CODE | DESCRIPTION                          | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | = |
|--------------|--------------------------------------|-----------------|-----------------|-----------------|---|
| 223-6250     | METER DEPT.-ELECTRIC DIV.            |                 |                 |                 | = |
|              | <b>EMPLOYEE BENEFITS</b>             |                 |                 |                 | = |
| 436-20-10    | MEDICAL                              | 23,555          | 25,970          | 25,970          | = |
| 436-20-20    | SOCIAL SECURITY                      | 12,075          | 12,695          | 12,815          | = |
| 436-20-30    | RETIREMENT                           | 13,940          | 14,455          | 16,390          | = |
| 436-20-50    | UNEMPLOYMENT COMPENSATION            | 920             | 960             | 1,195           | = |
| 436-20-60    | WORKMEN'S COMPENSATION               | 8,515           | 6,915           | 6,790           | = |
| 436-20-70    | GROUP LIFE INSURANCE                 | 1,675           | 1,705           | 1,745           | = |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>       | 60,680          | 62,700          | 64,905          | = |
|              | <b>TOTAL METER DEPT.:O&amp;M EXP</b> | 354,950         | 379,510         | 320,735         | = |
|              | <b>METER DEPT. TRANSFERS</b>         |                 |                 |                 | = |
| 436-90-80    | TRANSFER TO PW DEPT.                 | 3,890           | 10,152          | 8,450           | = |
|              | <b>METER DEPT. CAPITAL</b>           |                 |                 |                 | = |
| 436-70-40    | CAPITAL OUTLAY-EQUIPMENT             | 32,000          | 0               | 0               | = |
| 436-70-42    | CAPITAL OUTLAY-VEHICLE               | 0               | 0               | 0               | = |
|              | <b>TOTAL METER DEPT.</b>             | 390,840         | 389,662         | 329,185         | = |
| 223-0000     | <b>BUDGET NOTE</b>                   |                 |                 |                 | = |
|              | THE METER DEPT. COST SHOWN HERE      |                 |                 |                 | = |
| 331-10-50    | WILL APPEAR AS A LINE ITEM IN THE    | (390,840)       | (389,662)       | (329,185)       | = |
|              | ELECTRIC BUDGET TITLED               |                 |                 |                 | = |
|              | TRANSFER TO METER FUND               | 0               | 0               | 0               | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PUBLIC WORKS : O&M PAGE 28A

| ACCOUNT CODE | DESCRIPTION                        | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|--------------|------------------------------------|-----------------|-----------------|-----------------|----------|
| 222-6120     | <b>PW COST ALLOCATION</b>          |                 |                 |                 | =        |
| 435-10-10    | SALARIES & WAGES                   | 0               | 111,570         | 240,305         | =        |
| 435-10-11    | SALARIES & WAGES-VACATION SELLBACK | 0               | 0               | 0               | =        |
| 435-10-20    | SALARIES-TEMPORARY WAGES           | 0               | 0               | 0               | =        |
| 435-10-30    | SALARIES & WAGES-OVERTIME          | 0               | 500             | 2,000           | =        |
| 435-30-10    | CONTRACT SERVICES                  | 14,250          | 10,500          | 11,000          | =        |
| 435-30-15    | CLEANING                           | 12,000          | 12,000          | 10,500          | =        |
| 435-30-30    | AUDITING                           | 0               | 1,000           | 3,000           | =        |
| 435-30-50    | ENGINEERING                        | 0               | 0               | 7,000           | =        |
| 435-40-29    | MAINT. & REPAIR - GARAGE LABOR     | 0               | 1,000           | 2,000           | =        |
| 435-40-30    | MAINT. & REPAIR - VEHICLES         | 0               | 500             | 1,000           | =        |
| 435-40-31    | BUILDING MAINT. & REPAIRS          | 16,500          | 21,500          | 20,000          | =        |
| 435-50-20    | INSURANCE                          | 0               | 800             | 2,050           | =        |
| 435-50-30    | TELEPHONE                          | 0               | 3,600           | 3,100           | =        |
| 435-50-31    | CELLPHONE                          | 0               | 1,200           | 2,500           | =        |
| 435-50-90    | TRAINING                           | 0               | 3,000           | 6,000           | =        |
| 435-60-10    | MATERIALS & SUPPLIES               | 13,000          | 13,000          | 13,000          | =        |
| 435-60-11    | GENERAL EXPENSE                    | 0               | 2,002           | 2,000           | =        |
| 435-60-13    | COPIER                             | 1,500           | 1,500           | 1,500           | =        |
| 435-60-15    | POSTAGE                            | 500             | 500             | 600             | =        |
| 435-60-17    | GASOLINE & OIL                     | 0               | 2,500           | 4,500           | =        |
| 435-60-18    | UNIFORMS                           | 0               | 0               | 500             | =        |
| 435-60-19    | RADIO                              | 0               | 2,000           | 2,000           | =        |
| 435-60-21    | NATURAL GAS                        | 32,530          | 32,000          | 34,000          | =        |
| 435-60-22    | ELECTRIC                           | 53,200          | 48,000          | 55,020          | =        |
| 435-60-23    | WATER                              | 0               | 6,000           | 3,600           | =        |
| 435-60-90    | COMPUTERS                          | 0               | 0               | 2,500           | =        |
|              | <b>PUBLIC WORKS EXPENSES</b>       | <b>57,750</b>   | <b>186,672</b>  | <b>429,675</b>  | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

PUBLIC WORKS : O&M PAGE 28b

| ACCOUNT<br>CODE | DESCRIPTION                        | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 | = |
|-----------------|------------------------------------|--------------------|--------------------|--------------------|---|
| 222-6120        | <b>PW COST ALLOCATION</b>          |                    |                    |                    | = |
|                 | <b>EMPLOYEE BENEFITS</b>           |                    |                    |                    | = |
| 435-20-10       | MEDICAL                            | 0                  | 27,610             | 43,090             | = |
| 435-20-20       | SOCIAL SECURITY                    | 0                  | 8,645              | 18,915             | = |
| 435-20-30       | RETIREMENT                         | 0                  | 12,180             | 27,820             | = |
| 435-20-50       | UNEMPLOYMENT COMPENSATION          | 0                  | 575                | 1,555              | = |
| 435-20-60       | WORKMEN'S COMPENSATION             | 0                  | 590                | 2,485              | = |
| 435-20-70       | GROUP LIFE INSURANCE               | 0                  | 1,310              | 2,770              | = |
|                 | <b>TOTAL EMPLOYEE BENEFITS</b>     | 0                  | 50,910             | 96,635             | = |
|                 | <b>PUBLIC WORKS CAPITAL</b>        |                    |                    |                    | = |
| 421-70-42       | CAPITAL-VEHICLES                   | 0                  | 20,000             | 0                  | = |
|                 | <b>TOTAL PUBLIC WORKS COST</b>     | 0                  | 257,582            | 526,310            | = |
| 331-10-10-10    | INTERSERVICE-GARAGE                | (5,220)            | (\$44,450)         | (\$40,390)         | = |
| 331-10-10-20    | INTERSERVICE-WATER                 | (12,890)           | (\$28,244)         | (\$86,085)         | = |
| 331-10-10-30    | INTERSERVICE-SEWER                 | (12,890)           | (\$28,244)         | (\$86,085)         | = |
| 331-10-10-40    | INTERSERVICE-SOLID WASTE           | (7,780)            | (\$42,732)         | (\$33,805)         | = |
| 331-10-10-50    | INTERSERVICE-ELECTRIC              | (65,000)           | (\$83,470)         | (\$96,105)         | = |
| 331-10-10-60    | INTERSERVICE-STREETS               | (7,215)            | (\$37,416)         | (\$119,200)        | = |
| 331-10-10-70    | INTERSERVICE-WATER METER           | (1,670)            | (\$10,152)         | (\$8,450)          | = |
| 331-10-10-75    | INTERSERVICE-ELECTRIC METER        | (3,890)            | (\$10,152)         | (\$8,450)          | = |
| 331-10-10-80    | INTERSERVICE-ENGINEERING           | (8,810)            | (\$33,026)         | \$0                | = |
| 331-10-10-94    | INTERSERVICE-BILLING               | (16,995)           | (\$27,696)         | (\$47,740)         | = |
|                 | <b>TOTAL INTERSERVICE BILLINGS</b> | (143,480)          | (345,582)          | (526,310)          | = |
|                 | <b>NET PUBLIC WORKS COST</b>       | 0                  | 0                  | 0                  | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

GARAGE FUND PAGE 29

| ACCOUNT<br>CODE | DESCRIPTION                        | BUDGET<br>FY 09-10 | BUDGET<br>FY 10-11 | BUDGET<br>FY 11-12 |
|-----------------|------------------------------------|--------------------|--------------------|--------------------|
| 221-6010        | <b>GARAGE-INTERSERVICE FUND</b>    |                    |                    |                    |
| 434-10-10       | SALARIES & WAGES                   | 88,770             | 77,640             | 42,585             |
| 434-10-11       | SALARIES & WAGES-VACATION SELLBACK | 0                  | 0                  | 820                |
| 434-10-20       | SALARIES-TEMPORARY WAGES           | 0                  | 0                  | 20,000             |
| 434-10-30       | SALARIES & WAGES-OVERTIME          | 1,000              | 1,000              | 1,000              |
| 434-30-10       | CONTRACT SERVICES                  | 500                | 500                | 500                |
| 434-30-30       | AUDITING                           | 2,000              | 2,000              | 2,000              |
| 434-40-29       | MAINT. & REPAIR - GARAGE LABOR     | 3,000              | 5,000              | 2,000              |
| 434-40-30       | MAINT. & REPAIR - VEHICLES         | 1,500              | 1,000              | 500                |
| 434-50-20       | INSURANCE                          | 1,120              | 1,600              | 1,200              |
| 434-50-30       | TELEPHONE                          | 900                | 1,000              | 200                |
| 434-50-31       | CELLPHONE                          | 0                  | 400                | 350                |
| 434-50-90       | TRAINING                           | 0                  | 1,500              | 0                  |
| 434-60-10       | MATERIALS & SUPPLIES               | 2,000              | 3,000              | 2,000              |
| 434-60-12       | COMPUTER                           | 0                  | 2,000              | 2,000              |
| 434-60-17       | GASOLINE & OIL                     | 1,600              | 1,800              | 1,800              |
| 434-60-18       | UNIFORMS & EQUIPMENT               | 2,200              | 2,200              | 2,000              |
| 434-60-60       | GARAGE EXPENSE                     | 5,000              | 10,000             | 7,000              |
| 434-90-80       | TRANSFER TO PUBLIC WORKS           | 5,220              | 44,450             | 40,390             |
|                 | <b>TOTAL GARAGE ADMIN EXPENSE</b>  | <b>114,810</b>     | <b>155,090</b>     | <b>126,345</b>     |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

GARAGE FUND PAGE 30

| ACCOUNT CODE | DESCRIPTION                                           | BUDGET FY 09-10  | BUDGET FY 10-11    | BUDGET FY 11-12    |
|--------------|-------------------------------------------------------|------------------|--------------------|--------------------|
| 221-6010     | <b>GARAGE-INTERSERVICE FUND<br/>EMPLOYEE BENEFITS</b> |                  |                    |                    |
| 434-20-10    | MEDICAL                                               | 23,395           | 30225              | 12,915             |
| 434-20-20    | SOCIAL SECURITY                                       | 6,870            | 6190               | 3,460              |
| 434-20-30    | RETIREMENT                                            | 10,785           | 9475               | 5,400              |
| 434-20-50    | UNEMPLOYMENT COMPENSATION                             | 530              | 550                | 345                |
| 434-20-60    | WORKMEN'S COMPENSATION                                | 4,845            | 3330               | 1,835              |
| 434-20-70    | GROUP LIFE INSURANCE                                  | 1,065            | 920                | 505                |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>                        | <b>47,490</b>    | <b>50,690</b>      | <b>24,460</b>      |
|              | <b>GARAGE BUILDING</b>                                |                  |                    |                    |
| 434-40-31    | MAINTENANCE & REPAIRS                                 | 1,000            | 0                  | 0                  |
| 434-60-21    | NATURAL GAS                                           | 3,000            | MOVED              | 0                  |
|              | <b>TOTAL GARAGE BUILDINGS</b>                         | <b>4,000</b>     | <b>0</b>           | <b>0</b>           |
|              | <b>GARAGE CAPITAL</b>                                 |                  |                    |                    |
| 434-70-42    | CAPITAL-VEHICLE                                       | 0                | 0                  | 0                  |
|              | <b>TOTAL GARAGE BUDGET</b>                            | <b>166,300</b>   | <b>205,780</b>     | <b>150,805</b>     |
| 331-10-10    | <b>(LESS INTERSERVICE BILLINGS)</b>                   | <b>(166,300)</b> | <b>(\$205,780)</b> | <b>(\$150,805)</b> |
|              |                                                       | <b>0</b>         | <b>0</b>           | <b>0</b>           |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

BILLING & COLLECTIONS PAGE 31

| ACCOUNT CODE                     | DESCRIPTION                        | BUDGET FY 09-10 | BUDGET FY 10-11 | BUDGET FY 11-12 | =        |
|----------------------------------|------------------------------------|-----------------|-----------------|-----------------|----------|
| <b>BILLING INTERSERVICE FUND</b> |                                    |                 |                 |                 |          |
| 224-1410                         | <b>ADMINISTRATION</b>              |                 |                 |                 | =        |
| 416-10-10                        | SALARIES & WAGES                   | 275,745         | 284,410         | 286,295         | =        |
| 416-10-11                        | SALARIES & WAGES-VACATION SELLBACK | 0               | 0               | 0               | =        |
| 416-10-30                        | SALARIES & WAGES-OVERTIME          | 30,000          | 20,000          | 15,000          | =        |
| 416-30-20                        | LEGAL-COLLECTION LAWYER            | 5,000           | 5,000           | 6,000           | =        |
| 416-30-30                        | AUDITING SERVICE                   | 2,000           | 2,000           | 2,000           | =        |
| 416-30-60                        | COLLECTION EXPENSE                 | 6,000           | 4,000           | 4,000           | =        |
| 416-40-29                        | MAINT.&REPAIR-VEHICLE LABOR        | 200             | 500             | 500             | =        |
| 416-40-30                        | MAINT.&REPAIR-VEHICLES             | 200             | 200             | 200             | =        |
| 416-44-20                        | POD STORAGE RENTAL                 | 0               | 0               | 5,600           | =        |
| 416-50-20                        | INSURANCE                          | 305             | 305             | 600             | =        |
| 416-50-30                        | TELEPHONE                          | 5,700           | 4,650           | 2,500           | =        |
| 416-50-31                        | CELLPHONE                          | 300             | 350             | 350             | =        |
| 416-50-61                        | PITNEY BOWES EQUIPMENT             | 6,000           | 6,000           | 6,000           | =        |
| 416-50-90                        | TRAINING                           | 15,000          | 15,000          | 10,000          | =        |
| 416-60-10                        | MATERIALS & SUPPLIES               | 22,000          | 23,000          | 23,000          | =        |
| 416-60-11                        | GENERAL EXPENSE                    | 2,000           | 2,000           | 1,000           | =        |
| 416-60-12                        | COMPUTER                           | 6,000           | 6,000           | 6,000           | =        |
| 416-60-13                        | COPIER                             | 3,200           | 6,050           | 6,000           | =        |
| 416-60-15                        | POSTAGE                            | 38,300          | 50,000          | 45,000          | =        |
| 416-60-16                        | BILLING RATE-CONSULTANT            | 3,000           | 4,000           | 4,000           | =        |
| 416-60-17                        | GAS & OIL                          | 300             | 300             | 300             | =        |
| 416-69-30                        | BANK CHARGES-CREDIT CARD FEES      | 30,000          | 12,000          | 40,000          | =        |
|                                  | <b>TOTAL ADMIN. GEN. EXPENSE</b>   | <b>451,250</b>  | <b>445,765</b>  | <b>464,345</b>  | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 EXPENDITURES

| ACCOUNT CODE | DESCRIPTION                                            | BUDGET FY 09-10  | BUDGET FY 10-11  | BUDGET FY 11-12  | = |
|--------------|--------------------------------------------------------|------------------|------------------|------------------|---|
| 224-1410     | <b>BILLING INTERSERVICE FUND<br/>EMPLOYEE BENEFITS</b> |                  |                  |                  | = |
| 416-20-10    | MEDICAL                                                | 62,475           | 68,810           | 69,745           | = |
| 416-20-20    | SOCIAL SECURITY                                        | 23,390           | 23,496           | 23,245           | = |
| 416-20-30    | RETIREMENT                                             | 29,670           | 31,432           | 34,130           | = |
| 416-20-50    | UNEMPLOYMENT COMPENSATION                              | 1,970            | 2,043            | 2,390            | = |
| 416-20-60    | WORKMAN'S COMPENSATION                                 | 1,605            | 1,125            | 1,010            | = |
| 416-20-70    | GROUP LIFE INSURANCE                                   | 3,250            | 3,305            | 3,380            | = |
|              | <b>TOTAL EMPLOYEE BENEFITS</b>                         | 122,360          | 130,211          | 133,900          | = |
|              | <b>PUBLIC WORKS BUILDING</b>                           |                  |                  |                  | = |
| 416-90-80    | COST ALLOCATION-PW BUILDING                            | 16,995           | 27,696           | 47,740           | = |
| 416-60-21    | NATURAL GAS                                            | 0                | 0                | 0                | = |
| 416-60-22    | ELECTRIC                                               | 0                | 0                | 0                | = |
|              | <b>TOTAL PW BLDG. GEN. EXP</b>                         | 16,995           | 27,696           | 47,740           | = |
|              | <b>TOTAL BILLING - O &amp; M</b>                       | 590,605          | 603,672          | 645,985          | = |
| 416-70-40    | CAPITAL-EQUIPMENT                                      | 0                | 0                | 0                | = |
|              | <b>TOTAL BILLING EXPENSES</b>                          | 590,605          | 603,672          | 645,985          | = |
|              | <b>LESS INTERSERVICE BILLING</b>                       |                  |                  |                  | = |
|              | INTERSERVICE-WATER                                     | (88,596)         | (90,552)         | (97,625)         | = |
|              | INTERSERVICE-SEWER                                     | (88,596)         | (90,552)         | (97,625)         | = |
|              | INTERSERVICE-SOLID WASTE                               | (59,065)         | (60,360)         | (65,085)         | = |
|              | INTERSERVICE-ELECTRIC                                  | (354,348)        | (362,208)        | (385,650)        | = |
|              | <b>LESS TOTAL INTERSERVICE BILLING</b>                 | <b>(590,605)</b> | <b>(603,672)</b> | <b>(645,985)</b> | = |
|              |                                                        | 0                | 0                | 0                | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 IMPACT FEE FUNDS

| ACCOUNT CODE | DESCRIPTION                | BUDGET FY10-11 | BUDGET FY11-12 |
|--------------|----------------------------|----------------|----------------|
| 128-0000     | <b>WATER IMPACT FEE</b>    |                |                |
|              | BALANCE PRIOR YEAR         | 866,380        | 919,007        |
| 355-30-10    | IMPACT FEE REVENUE         | 39,487         | 0              |
| 361-10-00    | INTEREST                   | 13,140         | 12,750         |
|              | <b>BALANCE</b>             | 919,007        | 931,757        |
| 129-0000     | <b>SEWER IMPACT FEE</b>    |                |                |
|              | BALANCE PRIOR YEAR         | 639,075        | 666,641        |
| 355-30-10    | IMPACT FEE REVENUE         | 21,073         | 0              |
| 361-10-00    | INTEREST                   | 6,493          | 9,375          |
|              | <b>BALANCE</b>             | 666,641        | 676,016        |
| 132-0000     | <b>ELECTRIC IMPACT FEE</b> |                |                |
|              | BALANCE PRIOR YEAR         | 255,901        | 259,703        |
| 355-30-10    | IMPACT FEE REVENUE         | 0              | 0              |
| 361-10-10    | INTEREST                   | 3,802          | 3,750          |
|              | <b>BALANCE</b>             | 259,703        | 263,453        |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 WATER RESERVES

| ACCOUNT CODE | DESCRIPTION                   | BUDGET FY10-11 | BUDGET FY11-12 | = |
|--------------|-------------------------------|----------------|----------------|---|
| 202-0000     | <b>WATER BOND DEBT ESCROW</b> |                |                | = |
|              | BALANCE PRIOR YEAR            | 412,547        | \$412,797      | = |
| 361-30-10    | INTEREST<br>A/R-BOND ISSUE    | 0              | 0.00           | = |
|              | BOND PROJECT EXPENSES         |                |                | = |
|              | <b>BALANCE</b>                | 412,547        | 412,797        | = |
| 202-0000     | <b>WATER CAPITAL RESERVES</b> |                |                | = |
|              | BALANCE PRIOR YEAR            | 3,965,075      | 4,221,697      | = |
| 361-20-10    | INTEREST                      | 54,950         | 45,000         | = |
|              | BALANCE OF FY10 CAPITAL       | 45,000         | 0              | = |
|              | BALANCE OF NEW DEBT           | 231,000        | 231,000        | = |
| 432-95-00    | PRIOR YEAR CAPITAL 08-09      | 0              | (136,565)      | = |
| 432-95-00    | PRIOR YEAR CAPITAL 09-10      | (45,000)       | 0              | = |
|              | PRIOR YEAR'S NEW DEBT FUNDS   | 0              | (677,002)      | = |
|              | NEW BOND PROJECT FUNDS        | 0              | (886,433)      | = |
|              | 10TH STREET-WATER LINES       | (15,724)       | 0              | = |
|              | N FRONT STREET-WATER LINES    | (13,604)       | 0              | = |
|              | <b>BALANCE</b>                | 4,221,697      | 2,797,697      | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 GENERAL FUND RESERVES

| ACCOUNT CODE | DESCRIPTION                                                            | BUDGET FY10-11 | BUDGET FY11-12 | = |
|--------------|------------------------------------------------------------------------|----------------|----------------|---|
| 101-0000     | <b>GENERAL FUND CAPITAL RESERVES</b>                                   |                |                | = |
|              | BALANCE PRIOR YEAR                                                     | 1,685,651      | 1,610,490      | = |
| 361-20-10    | INTEREST                                                               | 25,369         | 15,000         | = |
| 392-20-10    | SALE OF BUSINESS PARK LAND                                             | 130,470        | 0              | = |
| 413-70-44    | EXPENDITURES-FY 11 GF CAPITAL                                          | (231,000)      | (255,500)      | = |
|              | <b>BALANCE</b>                                                         | 1,610,490 *    | 1,369,990 *    | = |
|              | *Note:\$200,000 of this balance is restricted for green acres funding. |                |                | = |
| 124-0000     | <b>REAL ESTATE TRANSFER TAX</b>                                        |                |                | = |
|              | BALANCE PRIOR YEAR                                                     | 2,455,448      | 2,023,105      | = |
| 361-10-00    | INTEREST                                                               | 19,757         | 18,700         | = |
| 319-30-10    | R/E TRANSFER TAX REVENUE                                               | 200,000        | 200,000        | = |
| 480-70-99    | CAPITAL TRANSFERS TO GF                                                | (152,100)      | 0              | = |
| 480-71-99    | TRANSFER TO POLICE DEPT.                                               | (500,000)      | (500,000)      | = |
|              | <b>BALANCE</b>                                                         | 2,023,105      | 1,741,805      | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 MUNICIPAL STREET AID

| ACCOUNT CODE | DESCRIPTION                      | BUDGET FY10-11 | BUDGET FY11-121 | = |
|--------------|----------------------------------|----------------|-----------------|---|
| 123-0000     | <b>MUNICIPAL STREET AID</b>      |                |                 | = |
|              | BALANCE FROM PRIOR YEAR          | 576,529        | 653,469         | = |
| 361-10-00    | INTEREST                         | 1,140          | 1,140           | = |
| 335-30-10    | MUNICIPAL STREET AID GRANT       | 183,800        | 183,800         | = |
|              | <b>BALANCE AVAILABLE</b>         | 761,469        | 838,409         | = |
|              | <b>STREET EXPENDITURES</b>       |                |                 | = |
| 431-70-45    | 2011 STREET IMPROVEMENTS         | (96,000)       | (125,000)       | = |
| 431-70-45    | SE FRONT-ENGINEERING             | 0              | (26,950)        | = |
| 431-70-45    | WASHINGTON ST. BRIDGE            | (12,000)       | (138,000)       | = |
| 431-70-45    | TENTH STREET                     | (54,000)       | 0               | = |
|              | STREET DEPT.-DUMP TRUCK          | 0              | (145,000)       | = |
|              | AIRPORT RD IMPR.-PLAN&DESIGN     | 0              | (50,000)        | = |
|              | <b>TOTAL STREET EXPENDITURES</b> | (108,000)      | (484,950)       | = |
|              | <b>BALANCE</b>                   | 653,469        | 353,459         | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 GENERAL IMPROVEMENT FUND

| ACCOUNT CODE | DESCRIPTION                      | BUDGET FY09-10   | BUDGET FY11-12   |
|--------------|----------------------------------|------------------|------------------|
| 122-0000     | <b>GENERAL IMPROVEMENT FUND</b>  |                  |                  |
|              | BALANCE PRIOR YEAR               | 460,621          | 418,503          |
| 361-10-00    | INTEREST                         | 750              | 750              |
| 335-20-10    | STATE BOND FUNDS-RECEIVED        | 44,238           | 0                |
| 335-20-10    | STATE BOND FUNDS-RECEIVABLE      | 16,905           | 515,000          |
|              | <b>BALANCE AVAILABLE</b>         | <b>522,514</b>   | <b>934,253</b>   |
|              | <b>STREET EXPENDITURES</b>       |                  |                  |
| 431-70-43    | CARPENTERS PIT ROAD              | (5,364)          | 0                |
| 431-70-80    | WILMONT/CHANEY-LEGISLATIVE       | (20,389)         | (129,611)        |
| 431-70-81    | WILMONT/CHANEY-DTF               | (20,389)         | (129,611)        |
| 431-70-82    | 2011 LEGISLATIVE STREET FUNDS    | (57,869)         | (198,131)        |
|              | <b>TOTAL STREET EXPENDITURES</b> | <b>(104,011)</b> | <b>(457,353)</b> |
|              | <b>BALANCE</b>                   | <b>418,503</b>   | <b>476,900</b>   |
| 127-0000     |                                  |                  |                  |
| 355-20-10    | <b>SIDEWALK FUNDS</b>            | 11,998           | 11,998           |
| 343-0000     |                                  |                  |                  |
| 227-10-10    | <b>CARLISLE FIRE FUND</b>        | 29,184           | 30,000           |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 SEWER RESERVES

| ACCOUNT CODE | DESCRIPTION                   | BUDGET FY10-11   | BUDGET FY11-12     | =        |
|--------------|-------------------------------|------------------|--------------------|----------|
| 203-0000     | <b>SEWER CAPITAL RESERVES</b> |                  |                    | =        |
|              | BALANCE PRIOR YEAR            | 2,681,486        | 2,852,231          | =        |
| 361-20-10    | INTEREST                      | 40,000           | 40,000             | =        |
|              | BALANCE OF NEW DEBT 08 & 09   | 350,000          | 327,305            | =        |
|              | BALANCE OF CAPITAL FY10       | 35,000           | 0                  | =        |
|              | <b>TOTAL FUNDS AVAILABLE</b>  | <b>3,106,486</b> | <b>3,219,536</b>   | <b>=</b> |
|              | <b>EXPENDITURES</b>           |                  |                    | <b>=</b> |
|              | BALANCE OF NEW DEBT FY07-09   | 0                | (567,380)          | =        |
|              | BALANCE OF NEW DEBT FY10      | 0                | (350,000)          | =        |
|              | BALANCE OF NEW DEBT FY11      | 0                | (327,305)          | =        |
|              | BALANCE CAPITAL PROJECTS 10   | 0                | (35,000)           | =        |
|              | BALANCE CAPITAL 09            | (2,010)          | (102,398)          | =        |
|              | I & I TRANSFER TO SEWER FUND  | (200,000)        | 0                  | =        |
|              | 10TH STREET                   | (2,345)          | 0                  | =        |
|              | SEWER PLANNING GRANT          | (49,900)         | 0                  | =        |
|              | <b>TOTAL EXPENDITURES</b>     | <b>(254,255)</b> | <b>(1,382,083)</b> | <b>=</b> |
|              | <b>BALANCE</b>                | <b>2,852,231</b> | <b>1,837,453</b>   | <b>=</b> |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 ELECTRIC RESERVES

| ACCOUNT CODE | DESCRIPTION                      | BUDGET FY10-11 | BUDGET FY11-12 | = |
|--------------|----------------------------------|----------------|----------------|---|
| 205-0000     | <b>ELECTRIC CAPITAL RESERVES</b> |                |                | = |
|              | BALANCE PRIOR YEAR               | 9,324,219      | 10,030,021     | = |
| 361-20-10    | INTEREST                         | 86,210         | 85,000         | = |
| 390-10-50    | TRANSFERS FROM ELECTRIC          | 0              | 0              | = |
|              | BALANCE OF CAPITAL PROJECTS      | 173,210        | 135,000        | = |
|              | BALANCE OF BOND PROJECT FY09     | 0              | 0              | = |
|              | BALANCE OF BOND PROJECT FY10     | 286,960        | 0              | = |
|              | BALANCE OF NEW DEBT FY09         | 0              | 0              | = |
|              | BALANCE OF NEW DEBT FY10         | 370,000        | 370,000        | = |
|              | <b>FUNDS AVAILABLE</b>           | 10,240,599     | 10,620,021     | = |
|              | <b>EXPENDITURES</b>              |                |                | = |
|              | BALANCE OF CAPITAL PROJECTS      | (160,578)      | (135,000)      | = |
|              | BALANCE NEW DEBT FY08&09&10      | 0              | (1,480,000)    | = |
|              | BOND PROJECT FY08&09&10          | (50,000)       | (477,315)      | = |
|              | <b>TOTAL EXPENDITURES</b>        | (210,578)      | (2,092,315)    | = |
|              | <b>BALANCE</b>                   | 10,030,021     | 8,527,706      | = |

CITY OF MILFORD  
 BUDGET FISCAL YEAR 2011-2012  
 GENERAL FUND FUND BALANCE

| ACCOUNT CODE       | DESCRIPTION                                        | BUDGET FY10-11 | BUDGET FY11-12 | = |
|--------------------|----------------------------------------------------|----------------|----------------|---|
| 101-0000           | <b>GENERAL FUND-FUND BALANCE</b>                   |                |                | = |
| 399-10-00          | FUND BALANCE                                       | 997,055        | 754,306        | = |
|                    | <b>COUNCIL APPROVED EXPENSES<br/>FY11</b>          |                |                | = |
| 101-1110-411-68-20 | LIBRARY BUILDING FUND                              | (75,000)       |                | = |
| 101-1910-451-70-20 | BOYS AND GIRLS CLUB BUILDING                       | (120,749)      |                | = |
| 101-1010-413-10-10 | ECONOMIC DEV. POSITION                             | (20,000)       |                | = |
| 101-1110-411-68-31 | LIVE NEAR YOUR WORK                                | (2,000)        |                | = |
| 101-1610-421-30-20 | POLICE-LEGAL EXPENSE                               | (25,000)       |                | = |
|                    | BALANCE FY 11                                      | 754,306        |                | = |
|                    | <b>COUNCIL APPROVED EXPENSES<br/>FY12</b>          |                |                | = |
| 101-1010-431-70-22 | DMI-STREETSCAPES                                   |                | (211,840)      | = |
| 101-1010-431-70-22 | DMI-TREES & GRATES                                 |                | (125,000)      | = |
| 101-1010-411-68-19 | DMI-ANNUAL CONTRACT                                |                | (7,500)        | = |
| 101-1110-411-68-20 | LIBRARY BUILDING FUND                              |                | (75,000)       | = |
| 101-1910-451-70-20 | BOYS AND GIRLS CLUB BUILDING                       |                | (163,733)      | = |
|                    | BALANCE FY 12                                      |                | 171,233        | = |
|                    | <b>COUNCIL APPROVED EXPENSES<br/>AFTER FY 2012</b> |                |                | = |
|                    | BOYS AND GIRLS CLUB BUILDING                       |                | (163,733)      | = |
|                    | DMI-ANNUAL CONTRACT                                |                | (7,500)        | = |
|                    | BALANCE AFTER FY13                                 |                | 0              | = |

City of Milford  
Capital Budget FY11-12  
PROPOSED

6.6.11

| Project/Item                                 | Department                 | FY09-10        | FY10-11          | FY11-12        | FY12-13        | FY 13-14         | FY 14-15       | FY15-16        | Total            |
|----------------------------------------------|----------------------------|----------------|------------------|----------------|----------------|------------------|----------------|----------------|------------------|
| City Hall Building                           | Admin.                     | 150,000        | -                | -              | -              | -                | -              | -              | 150,000          |
|                                              | <b>Admin Subtotal</b>      | <b>150,000</b> | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>150,000</b>   |
| Vehicle                                      | Pub Works                  | -              | 20,000           | -              | -              | -                | -              | -              | 20,000           |
|                                              | <b>Pub Works Subtotal</b>  | <b>-</b>       | <b>20,000</b>    | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>20,000</b>    |
| Trash Truck                                  | Sanitation                 | 190,000        | -                | -              | -              | -                | -              | -              | 190,000          |
|                                              | <b>Sanitation Subtotal</b> | <b>190,000</b> | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>190,000</b>   |
| Server Replacement                           | IT                         | 65,000         | -                | 13,000         | -              | 15,000           | 15,000         | 15,000         | 123,000          |
| Backup hardware system                       | IT                         | -              | 27,000           | -              | -              | -                | -              | -              | 27,000           |
| Gov Now                                      | IT                         | 21,300         | -                | -              | -              | -                | -              | -              | 21,300           |
| Upgrade Server                               | IT                         | -              | -                | -              | -              | -                | -              | -              | -                |
|                                              | <b>IT Subtotal</b>         | <b>86,300</b>  | <b>27,000</b>    | <b>13,000</b>  | <b>-</b>       | <b>15,000</b>    | <b>15,000</b>  | <b>15,000</b>  | <b>171,300</b>   |
| Chaney Wilmount Gway                         | P&R                        | -              | 260,000          | -              | -              | -                | -              | -              | 260,000          |
| Banneker Basketball Courts (Repair & Maint.) | P&R                        | -              | -                | -              | 25,000         | -                | -              | -              | 25,000           |
| WebTrac Software                             | P&R                        | -              | 12,600           | -              | -              | -                | -              | -              | 12,600           |
| Goat Island National Trail                   | P&R                        | -              | -                | -              | -              | 2,000,000        | -              | -              | 2,000,000        |
| Growmark Chaney                              | P&R                        | -              | -                | -              | 600,000        | -                | -              | -              | 600,000          |
| Misp. Greeway Parking                        | P&R                        | -              | -                | 10,000         | -              | -                | -              | -              | 10,000           |
| Parks Vehic & Misc Equip                     | P&R                        | -              | -                | 30,000         | 40,000         | -                | -              | -              | 70,000           |
| Playground - Silicato                        | P&R                        | -              | 35,000           | -              | -              | -                | -              | -              | 35,000           |
| Lakeland Pvcy Fence                          | P&R                        | -              | -                | 15,000         | -              | -                | -              | -              | 15,000           |
|                                              | <b>P&amp;R Subtotal</b>    | <b>-</b>       | <b>307,600</b>   | <b>55,000</b>  | <b>665,000</b> | <b>2,000,000</b> | <b>-</b>       | <b>-</b>       | <b>3,027,600</b> |
| New Police Facility                          | Police                     | -              | 50,000           | -              | -              | -                | -              | -              | 50,000           |
| Police Vehicles                              | Police                     | 98,000         | 112,500          | 71,500         | 105,500        | 74,500           | 76,000         | 77,500         | 615,500          |
|                                              | <b>Police Subtotal</b>     | <b>98,000</b>  | <b>162,500</b>   | <b>71,500</b>  | <b>105,500</b> | <b>74,500</b>    | <b>76,000</b>  | <b>77,500</b>  | <b>665,500</b>   |
| Airport Road                                 | Street                     | -              | -                | 50,000         | -              | 1,500,000        | -              | -              | 1,550,000        |
| Downtown Tree & Grate                        | Street                     | -              | -                | 125,000        | -              | -                | -              | -              | 125,000          |
| Misc Street Repair                           | Street                     | -              | 150,000          | 125,000        | 125,000        | 125,000          | 125,000        | 125,000        | 775,000          |
| NE Front Streetscape                         | Street                     | -              | -                | 468,000        | -              | -                | -              | -              | 468,000          |
| S.E. Front Street                            | Street                     | 894,208        | 34,410           | -              | -              | -                | -              | -              | 928,618          |
| Vehicles                                     | Street                     | -              | 91,000           | 175,000        | -              | -                | -              | -              | 266,000          |
| Washington Street Bridge Repair              | Street                     | -              | 850,000          | -              | -              | -                | -              | -              | 850,000          |
|                                              | <b>Subtotal Street</b>     | <b>894,208</b> | <b>1,125,410</b> | <b>943,000</b> | <b>125,000</b> | <b>1,625,000</b> | <b>125,000</b> | <b>125,000</b> | <b>4,962,618</b> |

City of Milford  
Capital Budget FY11-12  
PROPOSED

| Project/Item                                      | Department | FY09-10        | FY10-11          | FY11-12       | FY12-13        | FY 13-14       | FY 14-15       | FY 15-16 | Total            |
|---------------------------------------------------|------------|----------------|------------------|---------------|----------------|----------------|----------------|----------|------------------|
| Big Digger Truck                                  | Electric   | 150,000        | -                | -             | -              | -              | -              | -        | 150,000          |
| 65' Bucket Truck                                  | Electric   | -              | -                | -             | -              | -              | -              | -        | -                |
| Building                                          | Electric   | 23,210         | -                | -             | -              | -              | -              | -        | 23,210           |
| Delivery #1 Paint                                 | Electric   | -              | -                | -             | 10,000         | -              | -              | -        | 10,000           |
| Billing/Cust. Serv Facility                       | Electric   | -              | 50,000           | -             | -              | -              | -              | -        | 50,000           |
| TracLoader                                        | Electric   | -              | 75,000           | -             | -              | -              | -              | -        | 75,000           |
| GIS Mapping                                       | Electric   | -              | -                | -             | -              | 100,000        | -              | -        | 100,000          |
| LED Lighting                                      | Electric   | 50,000         | 50,000           | -             | -              | -              | -              | -        | 100,000          |
| Material Handler Bucket                           | Electric   | -              | -                | -             | -              | 150,000        | -              | -        | 150,000          |
| Reg. Bucket Truck                                 | Electric   | 150,000        | 10,000           | -             | -              | -              | -              | -        | 160,000          |
| Replace (3) 138 Air Break Switches Delivery No. 1 | Electric   | -              | -                | -             | 30,000         | -              | -              | -        | 30,000           |
| Replace Digger Truck                              | Electric   | -              | -                | -             | 150,000        | -              | 150,000        | -        | 300,000          |
| 5th Circuit Ext.                                  | Electric   | 50,000         | -                | -             | -              | -              | -              | -        | 50,000           |
| Snow Plow for 1 ton dump truck                    | Electric   | -              | 10,000           | -             | -              | -              | -              | -        | 10,000           |
| Delivery No. 2 Project                            | Electric   | -              | 8,000,000        | 50,000        | -              | -              | -              | -        | 8,050,000        |
| Wall Monitor SCADA                                | Electric   | -              | -                | -             | -              | 150,000        | -              | -        | 150,000          |
| <b>Electric Subtotal</b>                          |            | <b>423,210</b> | <b>8,195,000</b> | <b>50,000</b> | <b>190,000</b> | <b>400,000</b> | <b>150,000</b> | <b>-</b> | <b>9,408,210</b> |

|                           |       |               |                |               |               |               |               |               |                |
|---------------------------|-------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|----------------|
| AMR Water Upgrades        | Meter | 60,500        | 100,000        | 60,000        | 25,000        | 25,000        | 25,000        | 25,000        | 320,500        |
| AMR Electric Upgrades     | Meter | 32,000        | -              | -             | -             | -             | -             | -             | 32,000         |
| FC-200R/Rapter/Qty 2      | Meter | -             | -              | -             | -             | -             | 50,000        | -             | 50,000         |
| Meter Truck - Replace MR5 | Meter | -             | -              | -             | 30,000        | -             | -             | -             | 30,000         |
| Meter Truck - Replace MR6 | Meter | -             | -              | -             | -             | 28,000        | -             | -             | 28,000         |
| <b>Meter Subtotal</b>     |       | <b>92,500</b> | <b>100,000</b> | <b>60,000</b> | <b>55,000</b> | <b>53,000</b> | <b>75,000</b> | <b>25,000</b> | <b>460,500</b> |

|                                    |       |           |           |         |           |           |           |           |           |
|------------------------------------|-------|-----------|-----------|---------|-----------|-----------|-----------|-----------|-----------|
| I & I Study & Projects             | Sewer | 500,000   | 1,800,000 | 900,000 | 2,200,000 | 1,700,000 | 1,750,000 | 1,000,000 | 9,850,000 |
| N.Front Street Sewer               | Sewer | 1,301,872 | -         | -       | -         | -         | -         | -         | 1,301,872 |
| Portable Generator                 | Sewer | 35,000    | -         | -       | -         | -         | -         | -         | 35,000    |
| Pump Station Improv                | Sewer | -         | -         | 900,000 | -         | -         | -         | -         | 900,000   |
| Facilities Plan Improvements       | Sewer | -         | -         | -       | 100,000   | 100,000   | 100,000   | -         | 300,000   |
| Sewer Extensions to unserved areas | Sewer | -         | -         | 300,000 | -         | -         | -         | -         | 300,000   |
| Sewer Vaccum Truck                 | Sewer | -         | -         | -       | -         | 250,000   | -         | -         | 250,000   |

City of Milford  
Capital Budget FY11-12  
PROPOSED

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|                |           |           |           |           |           |           |           |            |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Sewer Subtotal | 1,836,872 | 1,800,000 | 2,100,000 | 2,300,000 | 2,050,000 | 1,850,000 | 1,000,000 | 12,936,872 |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|

City of Milford  
Capital Budget FY11-12  
PROPOSED

| Project/Item                 | Department            | FY09-10          | FY10-11           | FY11-12          | FY12-13          | FY 13-14         | FY 14-15         | FY 15-16         | Total             |
|------------------------------|-----------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Facilities Plan Improvements | Water                 | -                | -                 | 100,000          | 150,000          | 150,000          | 100,000          | 100,000          | 600,000           |
| New Wells, Treatment & Tower | Water                 | -                | 4,500,000         | -                | -                | -                | -                | -                | 4,500,000         |
| Veh. -Truck                  | Water                 | 45,000           | -                 | -                | -                | -                | -                | -                | 45,000            |
| Washington St. Water Plant   | Water                 | -                | -                 | 2,700,000        | -                | -                | -                | -                | 2,700,000         |
| Water-Sewer System Mapping   | Water                 | 450,000          | -                 | -                | -                | -                | -                | -                | 450,000           |
|                              | <b>Water Subtotal</b> | <b>495,000</b>   | <b>4,500,000</b>  | <b>2,800,000</b> | <b>150,000</b>   | <b>150,000</b>   | <b>100,000</b>   | <b>100,000</b>   | <b>8,295,000</b>  |
| <b>TOTAL</b>                 |                       | <b>4,266,090</b> | <b>16,237,510</b> | <b>6,092,500</b> | <b>3,590,500</b> | <b>6,367,500</b> | <b>2,391,000</b> | <b>1,342,500</b> | <b>40,287,600</b> |

| Sources of Funding |  |                  |                   |                  |                  |                  |                  |                  |                   |
|--------------------|--|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Source of Funding  |  | FY09-10          | FY10-11           | FY11-12          | FY12-13          | FY 13-14         | FY 14-15         | FY15-16          | Total             |
| City Funds         |  | 1,371,882        | 1,027,510         | 1,635,500        | 3,590,500        | 6,367,500        | 2,391,000        | 1,342,500        | 17,726,392        |
| Bond Proceeds      |  | 1,950,000        | 14,300,000        | 2,955,000        | -                | -                | -                | -                | 19,205,000        |
| State Grants       |  | 894,208          | 910,000           | 1,502,000        | -                | -                | -                | -                | 3,306,208         |
| Federal Grants     |  | 50,000           | -                 | -                | -                | -                | -                | -                | 50,000            |
| Other              |  | -                | -                 | -                | -                | -                | -                | -                | -                 |
| <b>Total</b>       |  | <b>4,266,090</b> | <b>16,237,510</b> | <b>6,092,500</b> | <b>3,590,500</b> | <b>6,367,500</b> | <b>2,391,000</b> | <b>1,342,500</b> | <b>40,287,600</b> |



## RESOLUTION 2011-9

### ADOPTING THE CITY OF MILFORD FISCAL YEAR 2011-2012 BUDGET & CAPITAL PROGRAM

WHEREAS, the operating and capital budgets of the City of Milford for the Fiscal Year 2011-2012 were prepared and submitted to the City Council by the City Manager in accordance with Article VI-Financial Procedures of the City Charter; and

WHEREAS, the City Council was presented with the proposed budget after the Finance Committee made a comprehensive study and review during meetings on May 5, 2011 and June 6, 2011; and

WHEREAS, in the opinion of the City Council, the budget accurately, as possible, reflects the city's anticipated revenues and expenditures for the fiscal year beginning July 1, 2011 and ending June 30, 2012.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MILFORD, that the City of Milford's Operating Budget for Departments shown under General Fund as Administration, Planning and Zoning, Code Enforcement and Inspections, Finance, Information Technology, Tax Assessment, Council, Police, Streets, Parks and Recreation and Engineering; and the Water Department, Sewer Department, Sanitation Department and Electric Department was adopted and approved as the budget of the City of Milford for Fiscal Year 2011-2012 in the following amounts:

Operations and Maintenance - \$39,026,490

Debt Service - \$2,173,585

Capital Program - \$1,371,810

Total Expenditures - \$42,571, 885

AND BE IT FURTHER RESOLVED, that the City of Milford's Five Year Capital Plan was adopted and approved for Fiscal Year 2011-2012 in the following amount:

\$6,092,500

A copy of said budget is on file in the Office of the City Clerk as was passed and adopted by the Council of the City of Milford on the 13<sup>th</sup> day of June 2011 by a unanimous 8-0 vote.

Approved:

Mayor Joseph Ronnie Rogers

Attest:

City Clerk Teresa K. Hudson

# CITY OF MILFORD

DELAWARE



"THE GARDEN CITY OF TWIN COUNTIES"

OFFICE OF THE CHIEF OF POLICE  
E. KEITH HUDSON

400 N.E. FRONT STREET  
MILFORD, DELAWARE 19963  
(302)422-8081 FAX (302)424-2330

DATE: June 8, 2011

TO: Mayor and Council  
David W. Baird, City Manager  
Jeff Portmann, Finance Director

FROM: Chief E. Keith Hudson

RE: Budget Line Item Transfer Request for FY 2010-2011 Funds

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I am requesting to transfer the following funds within the Milford Police Department Budget:

\$1,840.00 from Sale-Police Equipment and Vehicles (101-0000-342.10-92) to Vehicle Garage Labor (101-1610-421.40-29).

\$2,482.23 from Sale-Police Equipment and Vehicles (101-0000-342.10-92) to Fuel Oil and Diesel (101-1610-421.60-24).

Thank you in advance for your prompt attention in this matter.

  
Chief E. Keith Hudson

## BUDGET TRANSFER REQUEST

Request to Transfer \$7685 from Sale of Property 101-0000-342-10-92 into Auditing Expense 101-1610-421-30-30

FROM JEFF PORTMAN:

Due to the COPS Grant putting us over \$500,000 in Federal Funds the city was required to have a Single Audit done. This bill has just been received for \$7685 of which no funds have been budgeted for this (did not know we would be over the limits at budget time last year). I am recommending that we use the Police sale of equipment unbudgeted funds to pay for the Single Audit as it was a Police Grant that created the need for the Audit. This will increase the Police Budget. The accounts are Auditing expense 101-1610-421-30-30 and Sale of Property 101-0000-342-10-92. There was \$14,000 of unbudgeted equipment sold this year of which Chief Hudson is requesting \$4323 to be used for a budget adjustment he is preparing for council.

After this budget adjustment there would still be over \$2000 left unbudgeted.

**CITY OF MILFORD  
FUND BALANCES REPORT**

Date: April 2011

|                                           |             |
|-------------------------------------------|-------------|
| Cash Balance - General Fund Bank Balance  | \$1,990,049 |
| Cash Balance - Electric Fund Bank Balance | \$3,003,543 |
| Cash Balance - Water Fund Bank Balance    | \$770,322   |
| Cash Balance - Sewer Fund Bank Balance    | \$446,821   |
| Cash Balance - Trash Fund Bank Balance    | \$527,433   |

|                            | General<br><u>Improvement</u> | Municipal<br><u>Street Aid</u> | Real Estate<br><u>Transfer Tax</u> | Water Bond<br><u>Escrow</u> |
|----------------------------|-------------------------------|--------------------------------|------------------------------------|-----------------------------|
| Beginning Cash Balance     | 420,377                       | 732,703                        | 508,310                            | 412,757                     |
| Deposits                   |                               |                                | 36,584                             |                             |
| Interest Earned this Month | 40                            | 71                             | 49                                 |                             |
| Disbursements this Month   | (8,708)                       |                                | (41,667)                           |                             |
| Investments                |                               |                                | 1,600,000                          |                             |
| Ending Cash Balance        | \$411,709                     | \$732,774                      | \$2,103,276                        | \$412,757                   |

|                            | GF Capital<br><u>Reserves</u> | Water Capital<br><u>Reserves</u> | Sewer Capital<br><u>Reserves</u> | Electric<br><u>Reserves</u> |
|----------------------------|-------------------------------|----------------------------------|----------------------------------|-----------------------------|
| Beginning Cash Balance     | 699,964                       | 1,296,886                        | 379,226                          | 2,598,844                   |
| Deposits                   | 130,470                       |                                  |                                  | 2,000                       |
| Interest Earned this Month | 10,819                        | 5,512                            | 4,720                            | 10,057                      |
| Disbursements this Month   | (4,400)                       | (45,000)                         |                                  | (50,300)                    |
| Investments                | 1,000,000                     | 2,960,000                        | 2,245,000                        | 7,484,000                   |
| Ending Cash Balance        | \$1,836,853                   | \$4,217,398                      | \$2,628,946                      | \$10,044,601                |

|                            | Water<br><u>Impact Fee</u> | Sewer<br><u>Impact Fee</u> | Electric<br><u>Impact Fee</u> |
|----------------------------|----------------------------|----------------------------|-------------------------------|
| Beginning Cash Balance     | 62,632                     | \$38,516                   | \$7,828                       |
| Deposits                   |                            |                            |                               |
| Interest Earned this Month |                            |                            |                               |
| Disbursements this Month   |                            |                            |                               |
| Investments                | 850,000                    | \$625,000                  | \$250,000                     |
| Ending Cash Balance        | \$912,632                  | \$663,516                  | \$257,828                     |

INTEREST THROUGH THE TENTH MONTH OF THE FISCAL YEAR:

|                          |        |                        |        |
|--------------------------|--------|------------------------|--------|
| General Fund             | 7,531  | Water Fund             | 977    |
| GF Capital Reserves      | 19,351 | Water Bond Escrow      | 257    |
| General Improvement Fund | 670    | Water Capital Reserves | 38,713 |
| Municipal Street Aid     | 999    | Water Impact Fees      | 6,765  |
| Real Estate Transfer Tax | 16,208 | Sewer Fund             | 398    |
| Electric Fund            | 4,266  | Sewer Capital Reserves | 29,677 |
| Electric Reserves        | 86,605 | Sewer Impact Fees      | 6,493  |
| Electric Impact Fees     | 1,927  | Trash Fund             | 827    |

TOTAL INTEREST EARNED TO DATE \$221,664

**REVENUE REPORT**

Page Two

Date: April 2011

83% of Year Expended

| ACCOUNT                               | AMOUNT BUDGETED     | MTD                | YTD                 | YTD%          |
|---------------------------------------|---------------------|--------------------|---------------------|---------------|
| Budgeted Fund Balance                 | 242,749             | 0                  | 242,749             | 100.00%       |
| General Fund Capital Reserves         | 226,000             | 4,749              | 178,207             | 78.85%        |
| Property Transfer Tax-Capital         | 152,100             | 0                  | 139,460             | 91.69%        |
| Property Transfer Tax-Police          | 500,000             | 41,667             | 416,667             | 83.33%        |
| Real Estate Tax                       | 2,962,377           | 329                | 2,949,416           | 99.56%        |
| Business License                      | 35,000              | 1,875              | 35,670              | 101.91%       |
| Rental License                        | 85,000              | 300                | 83,750              | 98.53%        |
| Building Permits                      | 30,000              | 6,030              | 58,393              | 194.64%       |
| Planning & Zoning                     | 40,000              | 4,400              | 12,000              | 30.00%        |
| Misc. Revenues                        | 346,775             | 33,705             | 230,988             | 66.61%        |
| Transfers From                        | 3,215,480           | 267,956            | 2,679,566           | 83.33%        |
| Police Revenues                       | 289,000             | 11,386             | 135,322             | 46.82%        |
| Engineering & Inspection Fees         | 40,000              | 245                | 47,441              | 118.60%       |
| <b>Total General Fund Revenues</b>    | <b>\$8,164,481</b>  | <b>\$372,642</b>   | <b>\$7,209,629</b>  | <b>88.30%</b> |
| Water Revenues                        | 2,139,312           | 170,016            | 1,881,556           | 87.95%        |
| Sewer Revenues                        | 1,966,956           | 150,791            | 1,574,283           | 80.04%        |
| Kent County Sewer                     | 1,400,000           | 103,061            | 1,085,982           | 77.57%        |
| Solid Waste Revenues                  | 1,085,702           | 90,132             | 904,851             | 83.34%        |
| Electric Revenues                     | 26,925,565          | 2,657,277          | 24,194,410          | 89.86%        |
| <b>TOTAL REVENUES</b>                 | <b>\$41,682,016</b> | <b>\$3,543,919</b> | <b>\$36,850,711</b> | <b>88.41%</b> |
| YTD Enterprise Expense                | <b>82,354</b>       |                    |                     |               |
| YTD Enterprise Revenue                | <b>85,483</b>       |                    |                     |               |
| LTD Carlisle Fire Building Permit Fee | <b>29,184</b>       |                    |                     |               |

**EXPENDITURE REPORT**  
**Page Three**

Date: April 2011

83% of Year Expended

| ACCOUNT                                   | AMOUNT<br>BUDGETED | MTD             | YTD              | YTD%          | UNEXPENDED<br>BALANCE |
|-------------------------------------------|--------------------|-----------------|------------------|---------------|-----------------------|
| <b>City Manager</b>                       |                    |                 |                  |               |                       |
| Personnel                                 | 336,780            | \$39,987        | 275,972          | 81.94%        | 60,808                |
| O&M                                       | 124,398            | \$20,121        | 96,807           | 77.82%        | 27,591                |
| Capital                                   | 0                  | \$0             | 0                |               | 0                     |
| <b>Total City Manager</b>                 | <b>\$461,178</b>   | <b>\$60,108</b> | <b>\$372,779</b> | <b>80.83%</b> | <b>88,399</b>         |
| <b>Planning &amp; Zoning</b>              |                    |                 |                  |               |                       |
| Personnel                                 | 174,735            | \$18,941        | 139,954          | 80.10%        | 34,781                |
| O&M                                       | 51,176             | \$1,391         | 26,996           | 52.75%        | 24,180                |
| Capital                                   | 0                  | \$0             | 0                |               | 0                     |
| <b>Total P, C &amp; I</b>                 | <b>\$225,911</b>   | <b>\$20,332</b> | <b>\$166,950</b> | <b>73.90%</b> | <b>58,961</b>         |
| <b>Code Enforcement &amp; Inspections</b> |                    |                 |                  |               |                       |
| Personnel                                 | 127,975            | \$13,783        | 103,030          | 80.51%        | 24,945                |
| O&M                                       | 62,245             | \$6,255         | 45,662           | 73.36%        | 16,583                |
| Capital                                   | 0                  | \$0             | 0                |               | 0                     |
| <b>Total P, C &amp; I</b>                 | <b>\$190,220</b>   | <b>\$20,038</b> | <b>\$148,692</b> | <b>78.17%</b> | <b>41,528</b>         |
| <b>Tax Department</b>                     |                    |                 |                  |               |                       |
| Personnel                                 | 73,405             | \$8,064         | \$59,611         | 81.21%        | 13,794                |
| O&M                                       | 19,914             | \$366           | \$11,915         | 59.83%        | 7,999                 |
| Capital                                   | 0                  | \$0             | \$0              |               | 0                     |
| <b>Total Tax Department</b>               | <b>\$93,319</b>    | <b>\$8,430</b>  | <b>\$71,526</b>  | <b>76.65%</b> | <b>21,793</b>         |
| <b>Council</b>                            |                    |                 |                  |               |                       |
| Personnel                                 | 31,225             | \$2,872         | 23,402           | 74.95%        | 7,823                 |
| O&M                                       | 26,840             | \$3,668         | 15,629           | 58.23%        | 11,211                |
| Council Expense                           | 18,500             | \$488           | 18,314           | 98.99%        | 186                   |
| Contributions                             | 436,734            | \$0             | 436,734          | 100.00%       | 0                     |
| Codification                              | 4,200              | \$0             | 3,092            | 73.62%        | 1,108                 |
| Employee Recognition                      | 9,107              | \$0             | 9,107            | 0.00%         | 0                     |
| Insurance                                 | 16,420             | \$0             | 10,791           | 65.72%        | 5,629                 |
| Live Near Your Work                       | 2,000              | \$0             | 2,000            | 100.00%       | 0                     |
| <b>Total Council</b>                      | <b>\$545,026</b>   | <b>\$7,028</b>  | <b>\$519,069</b> | <b>95.24%</b> | <b>25,957</b>         |
| <b>Finance</b>                            |                    |                 |                  |               |                       |
| Personnel                                 | 309,230            | \$34,348        | 256,352          | 82.90%        | 52,878                |
| O&M                                       | 60,900             | \$7,704         | 37,843           | 62.14%        | 23,057                |
| Capital                                   | 0                  | \$0             | 0                |               | 0                     |
| <b>Total Finance</b>                      | <b>\$370,130</b>   | <b>\$42,052</b> | <b>\$294,195</b> | <b>79.48%</b> | <b>75,935</b>         |
| <b>Information Technology</b>             |                    |                 |                  |               |                       |
| Personnel                                 | 160,595            | \$17,512        | 136,080          | 84.73%        | 24,515                |
| O&M                                       | 171,000            | \$12,666        | 148,794          | 87.01%        | 22,206                |
| Capital                                   | 27,000             | \$0             | 26,960           | 99.85%        | 40                    |
| <b>Total Information Technology</b>       | <b>\$358,595</b>   | <b>\$30,178</b> | <b>\$311,834</b> | <b>86.96%</b> | <b>46,761</b>         |

**EXPENDITURE REPORT**  
**Page Four**

Date: April 2011

83% of Year Expended

| ACCOUNT                                    | AMOUNT<br>BUDGETED       | MTD                     | YTD                    | YTD%          | UNEXPENDED<br>BALANCE |
|--------------------------------------------|--------------------------|-------------------------|------------------------|---------------|-----------------------|
| <b>Police Department</b>                   |                          |                         |                        |               |                       |
| Personnel                                  | 3,457,955                | \$366,598               | 2,792,715              | 80.76%        | 665,240               |
| O&M                                        | 465,245                  | \$28,684                | 370,366                | 79.61%        | 94,879                |
| Capital                                    | 162,500                  | \$4,749                 | 159,537                | 98.18%        | 2,963                 |
| <b>Total Police</b>                        | <b>\$4,085,700</b>       | <b>\$400,031</b>        | <b>\$3,322,618</b>     | <b>81.32%</b> | <b>783,082</b>        |
| <b>Streets &amp; Grounds Division</b>      |                          |                         |                        |               |                       |
| Personnel                                  | 399,605                  | \$42,321                | 328,085                | 82.10%        | 71,520                |
| O&M                                        | 386,551                  | \$24,091                | 271,338                | 70.19%        | 115,213               |
| Capital                                    | 91,000                   | \$81,170                | 81,170                 |               | 9,830                 |
| Debt Service                               | 46,445                   | \$0                     | 42,011                 | 90.45%        | 4,434                 |
| <b>Total Streets &amp; Grounds</b>         | <b>\$923,601</b>         | <b>\$147,582</b>        | <b>\$722,804</b>       | <b>78.24%</b> | <b>200,997</b>        |
| <b>Parks &amp; Recreation</b>              |                          |                         |                        |               |                       |
| Personnel                                  | 468,165                  | \$47,814                | 361,180                | 77.15%        | 106,985               |
| O&M                                        | 242,415                  | \$10,605                | 185,748                | 76.62%        | 56,667                |
| Capital                                    | 54,615                   | \$0                     | 7,015                  | 12.84%        | 47,600                |
| <b>Total Parks &amp; Recreation</b>        | <b>\$765,195</b>         | <b>\$58,219</b>         | <b>\$553,943</b>       | <b>72.39%</b> | <b>211,252</b>        |
| <b>Engineering &amp; Inspections</b>       |                          |                         |                        |               |                       |
| Personnel                                  | 162,225                  | \$18,193                | 132,763                | 81.84%        | 29,462                |
| O&M                                        | 70,981                   | \$7,366                 | 45,083                 | 63.51%        | 25,898                |
| Capital                                    | 0                        | \$0                     | 0                      |               | 0                     |
| <b>Total Engineering &amp; Inspections</b> | <b>\$233,206</b>         | <b>\$25,559</b>         | <b>\$177,846</b>       | <b>76.26%</b> | <b>55,360</b>         |
| <b>Less Interdepartmental Revenue</b>      | <b><u>(\$87,600)</u></b> | <b><u>(\$7,300)</u></b> | <b><u>(73,000)</u></b> | <b>83.33%</b> | <b>(14,600)</b>       |
| <b>Net Engineering &amp; Inspections</b>   | <b>\$145,606</b>         | <b>\$18,259</b>         | <b>\$104,846</b>       | <b>72.01%</b> | <b>40,760</b>         |
| <b>Total General Fund</b>                  |                          |                         |                        |               |                       |
| <b>Operating Budget</b>                    | <b>\$8,164,481</b>       | <b>\$812,257</b>        | <b>\$6,589,056</b>     | <b>80.70%</b> | <b>1,575,425</b>      |

**EXPENDITURE REPORT**  
**Page Five**

Date: April 2011

83% of Year Expended

| ACCOUNT                                   | AMOUNT<br>BUDGETED  | MTD                | YTD                 | YTD%          | UNEXPENDED<br>BALANCE |
|-------------------------------------------|---------------------|--------------------|---------------------|---------------|-----------------------|
| <b>Water Division</b>                     |                     |                    |                     |               |                       |
| Personnel                                 | 207,695             | \$23,441           | 174,374             | 83.96%        | 33,321                |
| O&M                                       | 1,200,927           | \$81,727           | 798,068             | 66.45%        | 402,859               |
| Capital                                   | 640                 | \$0                | 640                 | 0.00%         | 0                     |
| Debt Service                              | 730,050             | \$0                | 451,392             | 61.83%        | 278,658               |
| <b>Total Water</b>                        | <b>\$2,139,312</b>  | <b>\$105,168</b>   | <b>\$1,424,474</b>  | <b>66.59%</b> | <b>714,838</b>        |
| <b>Sewer Division</b>                     |                     |                    |                     |               |                       |
| Personnel                                 | 207,695             | \$23,438           | 174,336             | 83.94%        | 33,359                |
| O&M                                       | 1,103,611           | \$158,169          | 840,613             | 76.17%        | 262,998               |
| Capital                                   | 0                   | \$0                | 0                   | 0.00%         | 0                     |
| Debt Service                              | 655,650             | \$0                | 255,752             | 39.01%        | 399,898               |
| <b>Sewer Sub Total</b>                    | <b>\$1,966,956</b>  | <b>\$181,607</b>   | <b>\$1,270,701</b>  | <b>64.60%</b> | <b>696,255</b>        |
| Kent County Sewer                         | 1,400,000           | \$207,086          | 1,085,992           | 77.57%        | 314,008               |
| <b>Total Sewer</b>                        | <b>\$3,366,956</b>  | <b>\$388,693</b>   | <b>\$2,356,693</b>  | <b>69.99%</b> | <b>1,010,263</b>      |
| <b>Solid Waste Division</b>               |                     |                    |                     |               |                       |
| Personnel                                 | 338,080             | \$30,558           | 234,798             | 69.45%        | 103,282               |
| O&M                                       | 701,185             | \$53,027           | 553,730             | 78.97%        | 147,455               |
| Capital                                   | 68,000              | \$0                | 0                   | 0.00%         | 68,000                |
| <b>Total Solid Waste</b>                  | <b>\$1,107,265</b>  | <b>\$83,585</b>    | <b>\$768,528</b>    | <b>71.21%</b> | <b>318,737</b>        |
| <b>Total Water, Sewer<br/>Solid Waste</b> |                     |                    |                     |               |                       |
|                                           | <b>\$6,613,533</b>  | <b>\$577,446</b>   | <b>\$4,569,695</b>  | <b>69.10%</b> | <b>2,043,838</b>      |
| <b>Electric Division</b>                  |                     |                    |                     |               |                       |
| Personnel                                 | 1,049,515           | \$104,682          | 783,236             | 74.63%        | 266,279               |
| O&M                                       | 2,013,055           | \$131,972          | 1,281,419           | 63.66%        | 731,636               |
| Transfer to General Fund                  | 2,500,000           | \$208,333          | 2,083,333           | 83.33%        | 416,667               |
| Capital                                   | 195,000             | \$53,508           | 73,410              | 37.65%        | 121,590               |
| Debt Service                              | 667,995             | \$0                | 297,995             | 44.61%        | 370,000               |
| <b>Electric Sub Total</b>                 | <b>\$6,425,565</b>  | <b>\$498,495</b>   | <b>\$4,519,393</b>  | <b>70.33%</b> | <b>1,906,172</b>      |
| Power Purchased                           | 20,500,000          | \$1,439,328        | 17,306,042          | 84.42%        | 3,193,958             |
| <b>Total Electric</b>                     | <b>\$26,925,565</b> | <b>\$1,937,823</b> | <b>\$21,825,435</b> | <b>81.06%</b> | <b>5,100,130</b>      |
| <b>TOTAL OPERATING<br/>BUDGET</b>         |                     |                    |                     |               |                       |
|                                           | <b>\$41,703,579</b> | <b>\$3,327,526</b> | <b>\$32,984,186</b> | <b>79.09%</b> | <b>8,719,393</b>      |

**INTERSERVICE DEPARTMENTS REPORT**

Page Six

Date: April 2011

| ACCOUNT                                | AMOUNT<br>BUDGETED | MTD           | 83% of Year Expended |               | UNEXPENDED<br>BALANCE |
|----------------------------------------|--------------------|---------------|----------------------|---------------|-----------------------|
|                                        |                    |               | YTD                  | YTD%          |                       |
| <b>Garage</b>                          |                    |               |                      |               |                       |
| Personnel                              | 129,330            | 7,106         | 53,998               | 41.75%        | 75,332                |
| O&M                                    | 76,450             | 4,536         | 48,620               | 63.60%        | 27,830                |
| Capital                                | 0                  | 0             | 0                    |               | 0                     |
| <b>Total Garage Expense</b>            | <b>\$205,780</b>   | <b>11,642</b> | <b>\$102,618</b>     | <b>49.87%</b> | <b>103,162</b>        |
| <b>Public Works</b>                    |                    |               |                      |               |                       |
| Personnel                              | 162,980            | 17,803        | 134,158              | 82.32%        | 28,822                |
| O&M                                    | 162,602            | 12,029        | 121,605              | 74.79%        | 40,997                |
| Capital                                | 20,000             | 0             | 0                    |               | 20,000                |
| <b>Total Public Works Expense</b>      | <b>\$345,582</b>   | <b>29,832</b> | <b>\$255,763</b>     | <b>74.01%</b> | <b>89,819</b>         |
| <b>Meter Department-Water</b>          |                    |               |                      |               |                       |
| Personnel                              | 118,479            | 14,111        | 99,813               | 84.25%        | 18,666                |
| O&M                                    | 108,372            | 2,510         | 34,235               | 31.59%        | 74,137                |
| Capital                                | 100,000            | 50,324        | 50,324               | 50.32%        | 49,676                |
| <b>Total Water Meter Expense</b>       | <b>\$326,851</b>   | <b>66,945</b> | <b>\$184,372</b>     | <b>56.41%</b> | <b>142,479</b>        |
| <b>Meter Department-Electric</b>       |                    |               |                      |               |                       |
| Personnel                              | 225,995            | 25,043        | 185,924              | 82.27%        | 40,071                |
| O&M                                    | 163,667            | 5,254         | 63,296               | 38.67%        | 100,371               |
| Capital                                | 0                  | 0             | 0                    |               | 0                     |
| <b>Total Electric Meter Expense</b>    | <b>\$389,662</b>   | <b>30,297</b> | <b>\$249,220</b>     | <b>63.96%</b> | <b>140,442</b>        |
| <b>Billing &amp; Collections</b>       |                    |               |                      |               |                       |
| Personnel                              | 434,621            | 47,739        | 350,943              | 80.75%        | 83,678                |
| O&M                                    | 169,051            | 9,958         | 130,612              | 77.26%        | 38,439                |
| Capital                                | 0                  | 0             | 0                    |               | 0                     |
| <b>Total Billing &amp; Collections</b> | <b>\$603,672</b>   | <b>57,697</b> | <b>\$481,555</b>     | <b>79.77%</b> | <b>122,117</b>        |
| <b>City Hall Cost Allocation</b>       |                    |               |                      |               |                       |
| Personnel                              | 0                  | 0             | 0                    |               | 0                     |
| O&M                                    | 54,200             | 3,764         | 44,793               | 82.64%        | 9,407                 |
| Capital                                | 0                  | 0             | 0                    |               | 0                     |
| <b>Total City Hall Cost Allocation</b> | <b>\$54,200</b>    | <b>3,764</b>  | <b>\$44,793</b>      | <b>82.64%</b> | <b>9,407</b>          |

ALL COSTS SHOWN ON PAGE 6 ARE ALSO INCLUDED IN THE VARIOUS DEPARTMENTS LISTED ON PAGES 3-5 OF THE EXPENDITURE REPORT WHO UTILIZE THE SERVICES OF THE DEPARTMENTS LISTED ABOVE. INTERSERVICE FUNDS ARE ENTIRELY FUNDED BY OTHER CITY DEPARTMENTS.

*MILFORD CITY COUNCIL*  
MINUTES OF MEETING  
May 4, 2011

A meeting of the Economic Development Advisory Panel was held in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware on Wednesday, May 4, 2011.

PRESIDING: Chair Sher Valenzuela

IN ATTENDANCE: David Markowitz, Robert Connelly, Irvin Ambrose, Sharon Kanter,  
William Pilecki, Dave Hitchens and Fred Rohm

City Manager David Baird and City Clerk/Recorder Terri Hudson

ABSENT: Members Jason James, Nolan Williams, Craig Crouch and Harvey Kenton  
Economic Director Richard Carmean  
Economic Development Committee Chair Garrett Grier

Call to Order

Chair Valenzuela called the meeting to order at 5:32 p.m.

General Announcements

Chair Valenzuela noted those members absent adding that Economic Development Director Carmean was out of town and Economic Development Chairman Garrett Grier had another commitment. Mr. Grier is planning to connect with Alan Levin, Delaware Economic Development Director to invite him to a future Advisory Panel meeting.

Special Guest

Daniel Wolfensberger, CEO, Kent Economic Partnership, Incorporated was introduced and asked to address the panel. It was also noted that Brian Warnock, AVP Retail Office Manager for WSFS Bank was also present. WSFS is opening a new branch on Route 113 in Milford.

Approval of Minutes

Motion by Mr. Hitchens to approve the minutes of the April 20, 2011 meeting as submitted, seconded by Mr. Pilecki. Motion carried.

Economic Development Director Update

City Manager David Baird presented the following report in the absence of the Economic Development Director:

*I attended a meeting with State Planning Director Connie Holland, City Manager David Baird, City Attorney David Rutt, Mayor Rogers, Councilperson Grier, Councilperson Brooks, Key Properties representatives and DBF staff concerning infrastructure plans for lands annexed east of Route 1. Planned and possible water improvements were discussed. No decision was made on the three possible water tower locations. The need for sewer in the same area was also discussed but no decision was reached on the extension of that service.*

*I attended a meeting with John Rhodes, our Economic Development Consultant, City Manager David Baird and the Director of Economic Development for the City of Seaford, Economic Development Director for the City of Dover, City Manager of Smyrna and an Economic Development Representative for the State of Delaware. The meeting was a general brainstorming question and answer format. Mr. Rhodes explained the methodology of Milford's study which was followed by an overview of how he could assist them with economic development.*

*In the past two weeks, I have cold-contacted numerous small business owners from various geographical locations in hopes of sparking some interests to expand into Milford. I have found many of the contacts willing to discuss the*

*possibility, but I have also found many interested parties (large and small) are hesitant to make their interest public. I would be happy, within FOIA rules, to discuss some of these business opportunities with panel members.*

*I have continued to take an inventory of properties which could be of interest to new businesses. At present I have a simple list of those I think are worthy of consideration, but will probably compose a more detailed document suitable to provide a party looking for a property.*

*I am very pleased to announce that Dogfish Brewery has rented 22,000 square feet at an empty warehouse on McColley Street. This enables us to at least say Dogfish has a presence in Milford (Marketing). I believe it is also positive that some vacant space is being utilized. Councilperson Grier brought this lead to the table when he learned the company was seeking space either in Milford or Georgetown with Milford being the recipient.*

*I have had several meetings, numerous telephone conversations and e-mails with members of the panel. I feel these communications valuable to me because I know the direction members are taking and goals they are pursuing.*

*I have been trying to expand my answer to the question "Why Milford?" It is mostly a matter of marketing and I have found there are different answers from different people. I simply cannot have a boilerplate response. I encourage and welcome any ideas from the panel on "Why Milford?"*

*I reported a few months ago that we were attempting to have a local processing company chose Milford over another location they own. The outlook remains positive that we will end up with the expansion.*

*Respectfully submitted,  
Director Richard Carmean  
Economic Development*

Ms. Valenzuela advised that the bottling company is now interested in their current facility. They were planning to relocate to another vacant building in Milford but learned it would not be available until August. State and city officials became involved to consider ways to accommodate the business. They are now able to locate to a temporary facility until their permanent move in August. She added that the state and other resources ensured those new jobs were brought to Milford.

Mr. Pilecki suggested Cold Storage be contacted as they may also be able to accommodate them.

#### Action Team Reports

##### *Team 2*

Mr. Pilecki submitted the following report:

##### *Update on the Student/Scholarship Program*

*On April 29, 2011, I met with Sher Valenzuela, David Hitchens, and Bob Connelly. I was told to move forward with the Student/Scholarship Program. That afternoon I contacted Mr. Randy Hart of the Milford Lions Club. I updated him on my progress with the project. I asked him to share the details of the project with the Milford Lions Club Board of Directors. Randy will then request them to approve a financial commitment to the project and allow the Youth and Education Committee to take a leadership role in the project's development and implementation. This is to be done at the next Board meeting scheduled for 5/9/11.*

*On May 2, 2011, I spoke to King Lion Jody and she will arrange to have Mr. Hart's presentation at the beginning of their board meeting. Randy might be able to call me with their decision during the Council meeting.*

*Due to my limited availability at this time, I have asked Mr. Hart to contact Ms. Sharon Kanter and discuss the formation*

*of an organizational team.*

*I have asked the Workforce Development Sub-Committee to investigate the availability of State funds to defray the cost of training.*

#### *Aquarium Project*

*The Aquarium Project is a project that embraces the goals of all of the subcommittee in this Advisory Panel. I am therefore requesting the Advisory Panel support a recommendation to the City Council to authorize a feasibility study for creating an Aquarium in Milford. This study could be funded through a USDA grant at no cost to the City. I also expect the cost of the aquarium could be funded with little to no cost to the City.*

Ms. Valenzuela noted Mr. Pilecki has made great progress on moving forward on several large items that could have a potential impact on the community. She suggested discussing the next steps necessary to move forward.

Mr. Hitchens advised that Mr. Carmean is very supportive of this aquarium project and is recommending a trip to Annapolis to view the tall ship's museum and aquarium. The shipbuilding museum would fit well considering Milford's early history.

Ms. Valenzuela then advised that she and Mr. Pilecki went to the Junior Achievement building in Wilmington after the last meeting because they are interested in opening a campus here in Milford. When she asked their director what was needed to get them to Milford, he sent her a spreadsheet of associated costs. In turn, they contacted some local businesses to assist, similar to Mr. Pilecki's scholarship program concept.

Mr. Pilecki stated the Lions' Club share will be determined on Monday. In the meantime, Lions Club Member Randy Harp will contact the Milford School Superintendent (Panel Member) Sharon Kanter. The cost to the Lions Club is \$1 an hour per student, and the student and business will each contribute \$1 an hour. They have already spoken to three businesses who are willing to participate.

He predicts the Lions Club will agree to participate and will be willing to take over the duties of administering the program.

Ms. Valenzuela suggests meeting with Ms. Kanter to determine the structure for such a program as well as associated costs and where it would be housed. She feels it can easily be accomplished because the superintendent is a member of our panel.

Mr. Pilecki noted that Mr. Harp plans to discuss those items with Ms. Kanter. He has also spoken to other organizations about contributing to the scholarship fund. Currently, he sees this as a volunteer program and does not anticipate any major costs. The Lions Club has assisted with scholarships in the past so he expects this will be an easy transition.

Ms. Valenzuela recommends a vision statement be prepared and asked the time frame.

Ms. Kanter suggests that instead of making this a scholarship situation, an intern program be developed for those students in specific pathways. In that manner, the businesses would not have to put out money while the students could earn credits similar to a co-op program. She suggests a combination with a scholarship provided at the end to the student that excels.

Ms. Valenzuela reiterated there are ways to incorporate what is being done with the JA (Junior Achievement) Program, the school system and the scholarship program incorporated to meet several needs. She asked Mr. Pilecki to consider that action item/scholarship program before the next meeting.

Also before the next meeting, some associations that are affiliated with aquarium projects should be contacted to determine what is already working and identify the costs of a feasibility study. She feels John Rhodes would be willing to assist with that.

Mr. Pilecki advised that Mr. Carmean has already spoken with Mr. Rhodes who referred him to a marketing group to work on a cost estimate. In the meantime, a trip will be planned to Annapolis.

Mr. Pilecki said he will not be available for the balance of May; in the meantime, Mr. Pilecki will address the additional action items to be presented to city council in the near future.

*Team 3 & 4*

Mr. Hitchens then reintroduced Dan Wolfensberger.

Mr. Wolfensberger reported that he started in Milford in 1981 in an Economic Development position with the Chamber of Commerce. He said his first job was to take an inventory of empty store fronts in Downtown Milford. They then went out and tried to recruit retailers. He noted the difference driving through the downtown area today and commended the city on their efforts.

He said the company that did the Kent County Strategic Plan in 2006 also did the recent Milford plan.

Mr. Wolfensberger advised that his organization is countywide. He reported they are currently working on a project in Harrington where Pliant Corporation was located. They are working with a consultant to put that building back to use. In conjunction with the state, the City of Harrington, Kent Economic Partnership, along with the Kent County government, they put together an incentive package whose value is close to \$1.2 million.

His organization is a 501 {c}3 not for profit organization that is supported by county government, City of Dover, Chamber of Commerce and the private sector.

He feels the city hiring Mr. Carmean back was an extremely good move as most companies who want to relocate prefer a contact person. It needs to someone who is knowledgeable and reachable 24/7. Mr. Wolfensberger said they take people around and show them available sites at all times—in the middle of the winter, on Saturday evenings, Sundays, etc.

He said Milford has a good strategic plan and what they are doing needs to be commended. He said that in many cases, strategic plans have the tendency to be put on a shelf to gather dust.

Mr. Wolfensberger emphasized the importance of incentives when trying to attract new businesses. Companies want to go to communities who are willing to offer incentives. He said that was done with the county. The county has a strategic fund that can be drawn on for any projects located within the boundaries of the county. It was funded with \$500,000. In the case of the Harrington project, the county has agreed to provide an incentive package worth \$125,000 should they locate in Harrington.

The fund is also available to businesses in Milford and other towns in Kent County. It must meet other requirements such as capital investments and job creation. As the funds are used for projects, they will be replenished to maintain a certain amount of funding.

He reported the state has provided \$20 million of strategic funding for new companies.

The City of Harrington is also considering incentives for this company and one of the easiest way to provide an incentive is to give away something that is not being collected. In most cases, that involves property tax incentives or abatements. Though the community is not losing anything, it shows it is proactive and aggressive and wants to attract and retain employment.

He advised the county will abate the property over a nine-year period starting with 90% and declining 10% each year. He said it is not a big chunk when considering property taxes in neighboring states. But it adds an incentive and is a way the community does not have to provide out-of-pocket expenses while showing they want new companies and new investments.

Mr. Wolfensberger advised that his organization has an 11-member Board of Directors representing various entities including the City of Dover, Kent County Levy Court, Local League of Government Director George Wright, Chamber of Commerce and private sector representatives (Bayhealth, Dover Downs and Independent Newspapers). They wanted private sector input due to being the drivers in creating jobs and economic growth.

He said their staff consists of only one employee and a part-time assistant. People are kept informed of their activities through publications, website, etc.

When asked about the concerns when companies are relocating, Mr. Wolfensberger stated one of the main concerns is the cost of doing business overall. He explained that currently, electric rates are a deterrent and has cost Delaware some businesses in the past.

He said that though Delmarva Power has significantly increased their rates, their customers have the opportunity to buy power elsewhere because they are in a deregulated environment. However, that does not apply in a municipality. On the other hand, workforce issues override utility problems because without a good workforce, a company has nothing.

Mr. Rohn stated that the panel is still in the discussion stage about whether or not the 501(c)3 would be the way to go if it was decided to form a similar entity. He added that in one model, the executive reports directly to a member of city council. It would bring the city into a position of having a significant direction in the organization.

He then asked why Mr. Wolfensberger's organization is a 501(c)3 versus being part of the City of Dover or Kent County. Mr. Wolfensberger responded by stating that could happen down the road. If the City of Milford contributes substantially to salaries and other activities, the politicians may want that direct connection. He understands both scenarios but in this area, fundraising from the private sector is an area that has encountered some hardships over the past couple of years. He said Milford may want to consider it being part of city government by providing a consistent form of funding.

Mr. Wolfensberger referenced the strategic plan and noted that it is very important for city government to remain involved and the safest way to carry it forward.

Mr. Wolfensberger has not approached foundations for funding. The 501(c)3 was formed to allow the organization to acquire real estate, build buildings and manage industrial parks and remain separate from the government side.

He also advised that most companies do not like their names in the paper before they make a final decision. Therefore, there is a need to keep things confidential and prevent their competitive situation from being affected. That is often difficult when a government entity is involved because it is more difficult to keep a company name confidential until they are ready to make a decision.

Mr. Baird pointed out that the public process also takes much longer which would be an advantage to having a 501(c)3. Mr. Wolfensberger agreed noting that deadlines are often a short time span and most government entities are unable to meet those deadlines. His organization puts the commitment in writing which he feels is no risk because it is only payable after the company gets here.

In the meantime, Levy Court or City Council makes a formal decision. The important thing is to be able to react quickly which he says is the beauty of having an organization where the board can be called and a decision made.

Ms. Valenzuela asked if the advisory panel could piggyback off the plan that was implemented by Mr. Wolfensberger though there would be a number of follow-up questions. Mr. Wolfensberger agreed noting he would help in anyway possible.

Mr. Baird then reported on the successes of the impact fee waiver adopted June of 2010. He advised the city has forgiven \$170,000 in utility impact fees which has generated \$10.8 million in new investments. There is also a one-year property tax abatement on the improvement which will be reflected with the new tax bills

Ms. Valenzuela informed Mr. Wolfensberger that Mr. Carmean is also working on incentives that can be used to entice

new businesses to Milford as well as encourage business expansion for those already here.

Mr. Baird confirmed that council plans to extend the waivers beyond the deadline date over the next two meetings.

In regard to electric rates, Mr. Hitchens reported the research has been done. Comparisons have been made to Lewes, Smyrna and Middletown and how to be more competitive in the commercial rate. Each city has its own structure so it is difficult to take the data and do a side by side comparison. They will work with city staff to review the data overtime to see if there is an opportunity to be more competitive.

He then advised the state planning and DEDO are working together on an infrastructure project that ties into Milford's Southeast Master Plan.

*Team 5*

No report.

*Team 6*

Mr. Connelly recalled that in the strategy plan, Mr. Rhodes designated marketing as a priority 5. They believe that most of the action items are more meaningful if they come from the knowledge and opinions of the citizens (businesses, private citizens, education community and city employees). He referenced the Local Business Enabling Environment Survey and two pages of additions and deletions previously presented. The goal is to have the survey completed and returned to the city by July 1<sup>st</sup>.

He then presented the following proposal:

This Panel sent to the Economic Development Committee of the Milford City Council a recommendation to, with all due haste, takes the necessary steps to prepare and distribute a survey of all businesses in Milford.

The city staff would then prepare the survey, print enough copies to send one to each business, create a mailing list, prepare self-addressed postage envelopes (with return SAS envelopes) and convey the surveys to the US Post Office for distribution. We request it be completed within two weeks of City Council's approval.

The EDAP Chairperson issued a Press Release to media outlets in Greater Milford stressing the return-by date.

Once the survey is approved for distribution, a pre-survey publicity campaign will begin to explain the purpose and importance of completing and returning it. The first step would be a newsletter to go out in the next utility bill. Each member of the panel would then speak at civic organizations announcing the survey and the importance of returning it by the deadline date.

After the survey comes back to the city, it comes back to the committee to be collated, analyzed and interpreted. Once that is done, another newsletter reports the findings of the survey and a press release is done. Within three months after distribution of the survey's findings, a citizen's forum will be convened by a joint committee of the City of Milford, Milford Chamber of Commerce and Downtown Milford to talk about what was learned.

One month after the first Citizen's Forum, a report will be submitted to City Council for approval.

He hopes to have the newsletter printed on the bottom two-thirds of the back of the utility bill.

When asked how the address list will be compiled, Mr. Baird explained the information can be obtained from our utility accounts. He anticipates there are 1,200 to 1,500 commercial accounts in the city though that may include businesses with multiple utility accounts.

Ms. Valenzuela suggests that John Rhodes review the survey.

Mr. Connelly emphasized the need to review the additions and deletions and to make changes or recommendations. Ms. Valenzuela suggested making the review an action item where input can be provided to Mr. Connelly or Mr. Williams.

#### May Council Meeting Presentation

Ms. Valenzuela advised that Councilman Grier has requested the Advisory Panel presentation be placed on the May 9<sup>th</sup> council meeting.

Mr. Hitchens then gave the following overview of that presentation:

#### *Advisory Panel Update Report to City Council*

*Purpose: To provide City Council with an update on the progress of the Advisory Panel to date with respect to John Rhodes recommendations under Section 2, Action Plan for Achieving Economic Growth*

#### *1. Introduction: Chair, Sher Valenzuela -Vice-President First State Manufacturing.*

*Sher will update the Council on the overall scope and direction of the Advisory Panel to date with emphasis on the opportunities before us. Cher will expand on specific ideas that the Panel has gathered to date and the possibility of modeling other Delaware City's Economic Development Initiatives.*

#### *2. Workforce Development, Sher Valenzuela*

*Sher's report will include the possibility of Milford's Lions Club partnering with the Milford School District to offer a work/scholarship opportunity. Sher will update the State's effort on 'Work Force Development which will have a direct impact on Milford. The special announcement on Junior Achievement of Delaware will be presented by Richard Carmean, Director, Economic Development.*

#### *3. Infrastructure [Utilities] and Organizational Support for Economic Development -Craig Crouch, CEO/Kent-Sussex Industries.*

*Craig will report on the data gathering efforts of the Action Team addressing John Rhodes concern[s] that Milford needs to be more competitive with their commercial electric rates. To date, the teams have gathered rates from four Cities in Delaware with similar demographics. Also, the initial rate data base will include DP&L and Delaware Electric Cooperative. The next step will be to solicit assistance from Richard Carmean in assessing and analyzing the opportunity for Milford to be more competitive thus leveling the playing field in attracting new businesses to Milford and keeping the ones that we have.*

*Craig will summarize the attributes of the top two possibilities for creating the most effective Economic Organization possibilities. First possibility is the model that most aligns with the private/corporate sector is centered around functional/independent departments reporting to the President, i.e., Accounting/Marketing/Operations. This model provides the independence to perform without interference from other departments. Today, the City has an 'Operations' manager [City Manager] and the Chief of Police reporting directly to the Mayor and City Council. This model seems to be a 'Best Practice'. Second possible is the 501[c]3 organization which is the Kent Partnership model and the summary of its success will be provided from Dan Wolfensberger from the May 4th meeting.*

#### *6. Marketing, Promotion and Internal Communication, Bob Connelly, Retired*

*Bob will provide to Council a business survey as the first initiative to reach out to the community for feedback. This is the Action Teams' first request of City Council to take positive action steps based on John Rhodes recommendations and approved by City Council. Bob's team is also working with Shirley Renzi and the Chamber to develop a 'Welcome Basket' and a group to welcome our new citizens to town. The plan for community involvement is a building block process and will be continued to be developed in a systematic process.*

*Economic Development Report - Director Richard Carmean*

*Summary, Dave Hitchens - Vice President, Key Properties Group*

Mr. Baird asked how often the panel will be reporting to council. Ms. Valenzuela suggested providing a written report and quarterly addresses to council. Mr. Hitchens said if there is something urgent, it may need to be addressed on an as-required basis.

Mr. Baird noted that supplemental information can be reported to council by Councilman Grier so council is kept informed on an ongoing basis.

Adjourn

Mr. Pilecki moved to adjourn the Advisory Panel meeting, seconded by Mr. Connelly. Motion carried.

With no further business, the meeting adjourned at 7:37 p.m.

Respectfully submitted,

Terri K. Hudson, CMC  
City Clerk/Recorder

MILFORD CITY COUNCIL  
MINUTES OF MEETING  
*May 18, 2011*

A meeting of the Economic Development Advisory Panel was held in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware on Wednesday, May 18, 2011.

PRESIDING: Chair Sher Vanezuela

IN ATTENDANCE: Robert Connelly, Irvin Ambrose, Nolan Williams, Fred Rohm, David Hitchens, Sharon Kanter and Craig Crouch

Economic Development Committee Chair Garrett Grier III  
Economic Director Richard Carmean  
Recorder Christine Crouch

ABSENT: Jason James, David Markowitz, Bill Pilecki

Call to Order

Chair Sher called the meeting to order at 5:34 pm.

Approval of Minutes

Due to Mrs. Terri Hudson being away at a national conference, the minutes from the last meeting were not available to review.

General Announcements

Mrs. Valenzuela reminded the panel that per Mrs. Hudson, the City Clerk, in order to adhere to the Freedom of Information Act requirements, the panel cannot legally take action or engage in a discussion that is not on the agenda, but the panel may take comments into consideration for a following agenda.

Special Guests

Mrs. Jo Schmeiser, the Executive Director of the Chamber of Commerce for Greater Milford presented the panel with copies of the Milford Quality of Living Booklet and thanked Mr. Ambrose and the DMI group for their branding and photo used on the front.

Regarding the community forum Mr. Rohm held, Mrs. Schmeiser provided the following result information:

**Chamber of Commerce for Greater Milford 2011 Community Forum Results**

The CCGM appreciates your time and interest in the outcome of the Community Forum held earlier this year. We apologize for the delay in issuing this report, however during this time the chamber, along with many individuals, has been working hard to address the top ten concerns identified at the forum.

**Tied for # 1: Attract higher education.** We've spoken with all 5 major post-secondary educational institutions. There has been a very favorable response. Del Tech is developing a survey for us to query businesses as to their needs. Also, the Milford School district has agreed to let these institutions use their buildings for classrooms with the provision that some basic courses that can be taken by qualified high school seniors be part of the offering.

**Expand job base.** This concern was already being addressed, and with the help from the recently developed City of Milford Economic Development Advisory Panel, at least three of the Community Forum participants are on the Advisory Panel. The panel is working on several initiatives some of

which overlap with our education initiatives and most are designed to bring jobs to Milford. The panel is in its beginning, organizational stages but moving along at a rapid pace.

**#3: Economic Development:** This greatly overlaps with developments in number 1 Expand job base above.

**#4: Milford Homeless:** The chamber has contacted two ministries representing approximately 25 churches in Milford, to see if they can properly assess the problem and recommend solutions. We are waiting for their reply.

**Tied for #5: Community Calendar:** Bryan Shupe of The Milford Review has agreed to develop this calendar along with working on number 7 below - Nonprofit collaboration.

**Store fronts as retail:** This will be an ongoing process but the Downtown Milford Association is already working on this, as are several interested members from the chamber.

**#7: Nonprofit Collaboration:** See number 5 above.

**#8: Retaining Graduates:** The Economic Development Advisory Panel is working on a survey they hope will provide needed information to properly identify what strategy needs to be taken to accomplish this goal.

**#9: Develop Volunteers:** As you can see by the above report a number of volunteers have already stepped forward to work toward our goals. More are needed. If you, or anyone you know is interested in volunteering to address any of the above concerns please contact the CCGM.

**Tied for # 10: Increase Public Transportation:** This appears to be a tough one as we already have some bus service, however we are talking to DART to see if improvements can be made which make economic sense to them.

**High Utility Expenses in Milford:** The Economic Development Advisory Panel has held preliminary investigations and research to address this concern. As the chamber learns more, you will be notified.

Please don't hesitate to call the chamber and offer suggestions as we move forward to making Milford a more pleasant and affordable community to live in and conduct business.

Thank you!

Mrs. Schmeiser also offered to send out the business survey to the Chamber members, which is about 315 members. Mrs. Valenzuela was receptive to the idea and asked Mr. Rohm if another forum would be held. Mr. Rohm felt after speaking with Mr. Connelly a target audience of non-profits may be more productive than another community forum. Mrs. Valenzuela thanked Mrs. Schmeiser for attending this evening.

She continued by asking action team members to keep in touch with each other via email during the summer months. Because it is a time of year when many people are out of town during vacations, please also keep Mrs. Valenzuela and Mr. Hitchens including on those inter-team correspondence as well in order for the action items to advance on schedule.

Mr. Hitchens suggested when a committee member is going to be absent, another member provide the team report. Mrs. Valenzuela stated she will take the lead on compiling the backgrounds and expertises of the

panel members so that when a panel member is absent, another member of the panel with similar expertise can pick up where the absent member left off.

Further, Mrs. Valenzuela would like a guest speaker present at each meeting hereafter and asked Mr. Hitchens to gather input from the panel members as to whom they would like to invite as well as create a directory of those people. Mr. Hitchens felt this would be an ideal way of spreading the word about the panel throughout the community as well.

### Economic Director Report

Before providing his report, Mr. Carmean commended the panel on their presentation to the council last week. He also thanked Mr. Pikus for attending the meeting tonight. Mr. Carmean read into the record the following report:

I am continuing my efforts to contact business of all types. I have been making the usual "cold calls" and I am often getting ideas from the public, the elected officials, and the Advisory Panel.

I have been working with DEDO in an effort to keep them aware of our vacancies in warehousing and retail locations. We are attempting to have a suite of vacant offices toured by a business that has expressed an interest in that type of space.

I am collecting a list of available properties of at least sixty to seventy-five acres. This is in reaction to a firm looking for a property of that size to build a warehouse for a distribution center. The size of the building would be one million square feet. This search is being done through a blind, but in my estimation a building of that size would definitely generate substantial employment.

I had been working with a group who wish to build a large assisted living/nursing home facility in Milford. I will pass around the conceptual drawing at the meeting. This group has a proven background in this type of business, and if we are successful in getting them to Milford, we should eventually gain upwards of one hundred and sixty-plus jobs.

I called a representative from Cracker Barrel and discussed the timing of their locating a restaurant in Milford. I explained if they have any intention of building in Milford, now not later is the time. I covered the offer of the City forgiving some impact fees, and that I may be able to bring a utility incentive package to the table. He asked me for locations he could investigate, and he really seems to be willing to give Milford consideration.

I have been working on the development of the aforementioned utility incentive package, and if I can get one through Council approval, I truly believe it will pay dividends to Milford. This package will not only offer incentives to prospective businesses, but will entice present businesses to expand in capital improvements and job creation.

Panel member Bob Connelly has taken his own time to conduct a survey with students from Milford High School. He has given me several leads and contacts of potential business possibilities presented to him by the students.

Mr. Carmean also discussed recently with Mr. John Rhodes the idea of having an aquarium in Milford. A feasibility study is the first step, however funding is an issue. USDA is a possible source, and Mr. Rohm found about thirty foundations that have potential to fund an aquarium and five that would put seed money toward it, but a feasibility study is necessary first.

Mrs. Valenzuela questioned whether there is a professional package that has been put together that Mr. Carmean can hand out to potential businesses when he speaks with them. Mr. Carmean recalled a very nice folder that was customized for Milford years ago that the City has a plethora of. He will show the panel when he has them in hand, as Mr. Connelly was not in favor of using something not in line with the community branding.

#### Action Item 2-Workforce Development

Mr. Connelly reported on behalf of Mr. Markowitz that a meeting with David Rutt of the Milford Lions Club. They are interested in a scholarship program, however the financing is still an issue. Mrs. Kanter is working to set up an internship with the children and the businesses. It appears the funding will not be clear until January. Mr. Ambrose received a call from Downtown Delaware, who oversees nine towns that are a part of them. They ran a program that was an internship with high school students and small businesses where the students shadowed the professionals and took classes in business etiquette, etc. The program was a pilot, but they are looking to extend it and are looking to have it run out of the DMI office, which Mr. Ambrose was in favor of. Mrs. Kanter will speak with her contact at AmeriCorp to assist.

#### Action Item 3-Infrastructure

Mr. Hitchens reported no meeting was held due to the City Council presentation. Mr. Carmean has been asked to meet with this action team to discuss the City tariff. The current tariff has not been reviewed since its approval in 2007. Mr. Hitchens found it interesting the City electric tariff does not require the oversight or approval of the Electric Service Commission and that most municipalities operate in this manner. He will provide additional information as it is available.

#### Action Item 4-Economic Development Support

No report this evening.

#### Action Item 5-Support New Business Start-Ups and Expansion of Existing Businesses

Mr. Ambrose provided the following report:

##### **Art Theme**

The Art Initiative Project concept has been "sparked" by the redevelopment of the Art League/Artist loft space adjacent to Angellucci Fine Woodworking. This has been spear-headed by Scott Angelucci. This redevelopment is substantially leased-up with art related "sub-tenants" on the 2nd floor as a compliment to the gallery and exhibit space on the first floor. To embellish upon this success and growth, Scott envisioned a fine woodworking/art or artisan school as a potential "anchor" catalyst to take Milford's waterfront development/redevelopment to the next level.

##### **Anchor Project**

This idea has been embraced by all levels of stakeholder including local government, the Chamber of Commerce, Downtown Milford Inc., and one of the largest downtown property owners, Mobious (Mike Nally's group). With Mike Nally's involvement the opportunity to redevelop the "Firehouse" property became the targeted and best potential site considering:

- It is waterfront
- The developer /Property owner is in agreement with the concept
- The space is large enough to "house" multiple activities and trades as occupied by similar concepts and schools
- The site provides an "anchor" opportunity for Front Street, which intersects with North Walnut Street and the "heart" of the downtown shopping area

The group began (and continues) to meet regularly since our November meeting with you and Bernice.

Anticipating the Governor's letter of support we culled through a short list of targeted schools that might be a good fit for establishing a presence in Milford. We determined that the North Bennett Street School, was a unique candidate because of its hands-on training in traditional trades, its fine craftsmanship, its sustainability (as evidenced by more than 100 years of operation), and its long-standing relationship to Winterthur furniture restoration and object conservancy.

The group felt that the Winterthur connection made the potential for a Delaware "satellite" school possible. Our goal was to interest Bennett in a joining our effort to open a serious "traditional trades" school, and to include a curriculum that would meet the wants, needs, interests and demand of nearby retirees and visitors to the region in the areas of artistic expression, artisans, craft and other related recreational activities areas (a blend of serious and less serious curriculums, if you will).

Examples of the curriculum include:

- Ceramics
- Digital Media Photography
- Furniture Design and Wood sculpting
- Painting and drawing
- Boat building
- Sculpture
- Printmaking

To facilitate the introduction to Winterthur and the North Bennett Street School the group utilized the Governor's letter in addition to a personal introduction to key members of Winterthur's administration by Senator Gary Simpson, Milford.

In addition to the Governor's support introductions and support in reaching out to The North Bennett Street School was also provided by Danielle Rice (Director for Delaware Art Museum) and Joel Antonioli (a recent graduate). I contacted the President of The North Bennett Street School, Miguel Gomez, and had a detailed discussion about the prospective alliance between his school and Winterthur and Milford, DE as a potential site to locate an additional school. The North Bennett Street School is in the process of relocating its campus. Mr. Gomez explained that this is a substantial undertaking and requires their/his complete focus for the time. Mr. Gomez indicated that the discussion to "recruit" Bennett is distinguishable from other inquiries in that Winterthur is a real potential strategic partner, and the two institutions have a mutual regard for one another and relationship. Mr. Gomez intends to use the conversation as a catalyst to explore the potential for increasing the schools partnership activities with Winterthur, particularly student exchange, special projects and object and book conservancy opportunities. He indicated that at some point in the future the conversation may be opportune.

Other prospective schools and institutions (and brief descriptions of their offerings) include:

- John C Campbell School Folk School (Brasstown, NC) - "provides experiences in noncompetitive learning and community life that are joyful and enlivening. Located in scenic Brasstown, North Carolina, the Folk School offers year-round weeklong and weekend classes for adults in craft, art, music, dance, cooking, gardening, nature studies, photography and writing".
- Penland School of Crafts (March 6th Conversation with Cindy Stone and Director) – functional and sculptural work in books, clay, drawing, glass, iron, metals, painting, papermaking, photography, printmaking, textiles, and wood. This concept is very much in keeping with the Milford vision to provide "spin-off" opportunities to visit the dozens of working studios in the area and the school's resident artist studios.
- Anderson Ranch (Snowmass Village, CO), Mary Scanlan, Ranch Chair - Promotes the personal and professional development of artists of all levels of expertise through year-round workshops in ceramics, sculpture, photography, digital media, painting & drawing, printmaking, furniture design

& woodworking, woodturning, children's, field expeditions and critical studies. Artists' residencies, exhibitions, lectures, public events and community outreach offer a full spectrum of opportunities for art enthusiasts. The facilities feature fully-equipped studios, galleries, cafe, dormitory and ArtWorks store. Anderson Ranch programs and activities attract thousands of artists, art-lovers, students, faculty and patrons annually to this historic and beautiful 5-acre mountain ranch in Snowmass Village, CO.

- Haystack Mountain School of Crafts (Deer Isle, Maine), Stuart Kestenaum, Director – The school offers intensive studio-based workshops in a variety of craft media including clay, glass, metals, paper, blacksmithing, weaving, woodworking and more. Programs range from short workshops to two-week sessions and anyone may participate, from beginners to advanced professionals.
- Redrocks Community College - Located at the foot of the Rocky Mountains in Lakewood, Colorado, Red Rocks Community College offers more than 150 programs and 650 courses leading to two-year degrees or professional certificates. Red Rocks serves more than 14,000 students annually. Curriculum includes art, carpentry, photography, welding, fine woodworking, and more.

### **Current status**

Our due diligence has revealed a pattern of limited expansion for these schools and programs as their success seems to be as tied to their curriculum as it is their unique geography and access to natural resources that compel visitors, students and consumers to these areas.

This finding stimulated an idea for a new direction that we are currently exploring. We recently started a conversation with, Dr. Michael R. Owens Corporate and Community Programs Director, and Dr Ileana Smith, VP and Campus Director, Delaware Technical and Community College, to determine the feasibility of utilizing current vacancies in Milford as classroom space to promote a wide variety of curriculums like those offered in the above-mentioned schools. The opportunity currently under discussion is to "pilot" new course offerings in Milford and evaluate the opportunity to increase the offerings and classroom spaces.

There is a concurrent conversation that remains focused on developing the traditional trade school opportunity in a scaled back way, utilizing Angelucci Fine Woodworking as the classroom for a few initial courses featuring "guest" woodworkers with national and international reputations, and growing the concept more organically.

### Action Item 6-Marketing, Promotion and Internal Communications

Mr. Connelly provided the following report:

I want to offer a special thank you to Ms Stephanie LoBiondo and Mr. Edward Husbands from Milford High for their expertise and professionalism in making this survey possible. Without their last minute help this would never have happened. I also want to thank Mr. Husbands, Ms. Evans and Mr. DiCostanzo for making their students available to be a part of this effort.

The survey was given to 142 senior students of the Social Studies/Civics teachers at Milford High School. They are 54% male - 46% female - 97% will be graduating this month and 86% are going on to college. A large majority, 87% know what career path they will be pursuing in the future. Unfortunately only 54% believe that career is available here in Milford.

The following items are either very important or important to them in their future life in Milford:

Living in Milford =82%

Working in Milford =67%

Buying a house = 75%

Quality Shopping = 35%

A movie theater = 41%

Recreation = 23%

Volunteerism = 32%

The desire to start a business here in Milford is important to 26% but only 35% believe that Milford has what they need to start a business. The majority aspires to work in the service industry and helping professions while an admirable number seek a future as doctors, lawyers and veterinarians.

The responsibility now falls to us to find ways to help them meet and exceed their expectations by providing the necessary tools in Milford.

#### Debrief of May 9, 2011 Presentation to Council

Mrs. Valenzuela stated the business survey was the focal point of the presentation to Council. When asked what Council's thoughts were on the presentation, Councilman Grier felt it was well received, short, and direct. The survey appears to be the most actionable item. The survey has been shortened from nine pages to two pages, which everyone was in favor of in order to reduce costs and time.

#### Next Step(s) for "Community Survey"

Mr. Grier will present the amended survey to council, anticipating the total cost to print, stuff and mail being no more than \$700.00.

It was also determined the high school survey that was conducted will be released to the media on behalf of Councilman Grier.

Mr. Hitchens requested the panel compile a journal to summarize the work that has been done and the status of the tasks being worked on. Mr. Ambrose felt the meeting minutes were the vehicle for such a log. Mrs. Valenzuela asked Mr. Hitchens to take the lead on that project.

#### Plan of Action for next Presentation to Council

Mrs. Valenzuela will draft a letter to council thanking them for their time during the presentation and will encourage them to attend the panel meetings. She will also ask for the panel's input prior to mailing the letters.

#### Adjourn

With no further business the meeting adjourned at 7:10 pm

Respectfully submitted,

Christine R. Crouch  
Recording Secretary

*MILFORD CITY COUNCIL*  
MINUTES OF MEETING  
May 5, 2011

A Meeting of the Finance Committee of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware on Thursday, May 5, 2011.

PRESIDING: Chairman S. Allen Pikus

IN ATTENDANCE: Committee Member: Councilman Garrett Grier III

City Manager David Baird, Finance Director Jeff Portmann and  
Administrative Assistant/Recording Secretary Christine Crouch

The meeting was called to order at 5:16 p.m. by Chairman Pikus.

*Authorization to Submit Application/Drinking Water State Revolving Fund*

Mr. Baird advised the application covers the complete rehabilitation of the facility. Everything would be demolished with the exception of the deep well. The water plant would be rehabilitated and a new well installed. The current office building would be rehabbed.

The application was submitted when the city became aware additional funds were available. A pre-application was submitted in April; the project was deemed eligible and a formal application is now required. The application is for \$2.7 million.

Should the city receive the funding, the loan closing would occur in January 2012 followed by two years worth of design, permitting and construction. The project closeout is anticipated for January 2014.

Three funding options were considered.

The city would fund the entire project in Option 1 at a cost of \$2.5 million.

The application for \$2.7 million would be submitted to DWSRF in Option 2a. The city received a preliminary indication we may be eligible for grant dollars for 27% or \$742,500. To obtain the grant, a loan is needed. The proposal is a five-year term, classified as short-term borrowing (no referendum); the note would be paid off with reserve money.

The project cost increases from \$2.5 to \$2.7 million because of borrowing costs. The project would require prevailing wage rates, additional contract administration and administrative costs associated with the SRF program. Should the grant be approved, the city would only have to borrow \$1.65 million. Factoring in the annual debt service over the five years, the total cost would be \$2.1 million with a savings of \$400,000.

Option 2b provides a term of up to twenty years. However, with the increased interest, the total project would be \$2.6 million.

Mr. Baird's recommendation is Option 2a. The application is submitted, and after a formal review, is followed by a formal offer.

During the meeting, the committee was informed by Program Manager Heather Warren from Office of Drinking Water, that the grant amount increased to 35% versus the 27% originally proposed.

Mr. Pikus asked for some type of documentation; Mr. Baird noted the deadline application is tomorrow.

It was confirmed the city manager is opposed to Option 2b due to the overall costs; in addition he is trying to prevent a referendum because that would be classified as a long term loan.

Finance Director Portmann confirmed that of the \$5.1 million in water reserves, \$2.1 million is not committed. The cost of the project includes demolishing the current buildings and replacing the front office building which may become a two-story building.

When asked the interest rate, the city manager advised the last loan was slightly above 2.75% which is why we are factoring in the new numbers at 3%.

Mr. Pikus directed Mr. Baird to provide accurate numbers before it is presented to city council. After a quick review, the city manager indicated the total project cost is \$2.7 million, with \$1.665 million in a loan and \$945,000 in grant monies.

Based on that information, Mr. Pikus moved and Mr. Grier seconded a motion that the finance committee recommend Option 2a be exercised for the DSWRF Project and the new numbers to be submitted to city council. Motion carried.

*Resolution 2011-2/Refunding '2002 Series' Bonds, Issuance of '2011 Series' Bonds & Scheduling of Public Hearing*

Finance Director Portmann informed the committee this resolution will be presented for adoption by city council at their May 9<sup>th</sup> meeting. This portion of the bond issue is for refunding which will save approximately \$150,000 and possibly more. The interest rates are trending well and have declined the past thirteen days.

The resolution schedules the public hearing on May 23<sup>rd</sup>. At that meeting, a second resolution will be presented for the actual bond issue scheduled for June 1<sup>st</sup>. The total is \$10 million (\$5.5 million for electric and \$4.5 million for sewer). The sale date of the bonds for the refunding is June 16<sup>th</sup>. Separate dates are needed to have a bank qualify and provide a better interest rate for the city. Settlement date for both issues is June 30<sup>th</sup>.

Mr. Portmann noted the bond advisor and bond counsel will be in attendance on May 23<sup>rd</sup>. He confirmed this is the issue that was approved by the public back in 2008. There has been a change to the resolution that will impact the manner in which the bonds will be sold and specifically from private placement to a public auction.

Mr. Pikus moved that the finance committee recommend adopting the resolution and proceed with the bond issues, seconded by Mr. Grier. Motion carried.

*YTD Finance Report/March 2011*

Finance Chairman Pikus reported that through March 2011 with 71.11% of the fiscal year having passed, 79.91% of revenues have been received and 63% of the operating budget expended.

Mr. Portmann said the budget looks good. On the expenditure side, every department is at 75% or less with the exception of those accounts impacted by capital items. Revenues are in good shape. The police revenues appear low but will rebound when the state police pension money comes in at the end of the fiscal year. He also expects their fines to increase in the warmer months due to additional enforcement and increased traffic. The only account that will remain below budget is the planning and zoning account that depends on land development applications.

Mr. Baird said he is keeping an eye on the sewer revenues which are below where it should be. Mr. Portmann pointed out that water revenues are doing well though the sewer revenues are declining which may be the result of one of our large industrial users adding a conservation system.

The city manager added that large water meters were installed at Seawatch and Perdue the past month. The previous meters were 35 to 40 years old and were not measuring accurately; therefore, we expect to see some increased flow.

It was noted that building permits are 100% more than expected at this point and may partially be attributed to the impact fee waivers that were put in place this fiscal year.

Mr. Pikus recommended those incentives be extended; Mr. Grier agreed. They directed Mr. Baird to have that placed on the next agenda.

The finance chair then noted that after a quick review, 95% to 97% of the revenues accounts are up.

The Live Near Your Work Program was then discussed and the city's obligation of \$1,000 per application/employee. Mr. Baird said there is no cap though there are a number of requirements that must be met. He feels there may be better ways to approach this that may be more effective.

He confirmed this city is committed to the program until the end of the state's fiscal year which is June 30<sup>th</sup>.

Mr. Baird stated that Perdue and Seawatch are participating employers in the program.

Mr. Pikus asked the city manager to follow up on the billing issues that was discussed and the confusion over who was handling collections. Mr. Baird explained that unpaid assessments placed against a property are now being attached to the utility bills. In the past, they were not handled in this manner.

Mr. Baird will follow up and provide the information to the finance chair. Mr. Pikus agreed noting there may be some funds that can be recapped as a result.

#### *City of Milford Fiscal Year 2011-2012 Budget*

The finance director informed the committee the budget is predicated on a 2% payroll, no increase in rates and no loss of personnel. The penciled in numbers are changes made during the department meetings so the printed totals are incorrect.

Mr. Portmann reported there remains a small deficit in the general fund of \$20,000 to \$30,000. All other departments are in good shape.

City Manager Baird explained that he and Mr. Portmann initially met with the department heads collectively this year and explained the financial situation the city was in and reviewed the assumptions including pay raises and rates. In previous years, department heads were given a blank slate which they followed with a formal request. This year, Mr. Portmann provided specific numbers to each department and allowed them to make changes without affecting the bottom line.

Mr. Portmann felt it was a smooth process and request were in line with the totals. Mr. Baird agreed noting there were a couple of inconsequential requests submitted but were denied immediately.

Though our utilities are in good shape, the city manager discussed the solid waste needs and specifically, brush collection. He feels the normal trash collection and recycling can be managed, but the brush collection has become a burden. He recalled it was first proposed with a trial period of six months. Four months into it, there is a huge volume with people cleaning and maintaining their yards during this time of the year.

Mr. Baird noted that the city rates have not changed since we added recycling and taken on the brush collection. In the meantime, private trash haulers have raised their fees substantially and most are up to \$33 and up a month.

Mr. Pikus then recalled the increase in the tipping fee of about 40% being charged Delaware Solid Waste.

It was agreed that rates may need to be reviewed. The city manager noted that last week, solid waste crews picked up brush from 160 different yards which is extremely labor intensive when compared to normal trash collection.

Mr. Baird said there may be other alternatives we need to consider including setting up a location for customers to take their brush/yard waste. Mr. Grier pointed out that will not work for the elderly citizens or those that do not have a truck or other vehicle to transport it. Mr. Baird said another option is to pick the brush up every two weeks though we would most likely have the same amount of volume. Currently, we are pulling employees from the street department to assist with brush collection.

Mr. Baird noted that most trash companies will not pick up brush. On average, haulers outside the city are charging around \$33 a month for once a week trash collection and biweekly recycling pickup.

Noting the constant increases in landfill tipping fees and recycling costs, several options were considered including keeping the same services, but increasing collection rates.

Mr. Portmann then pointed out the engineering budget had been transferred to the public works fund. With only one employee funded in that account, it made sense to transfer those costs to the public works budget thereby increasing the public works budget. As a result, the cost allocation for the engineering services are now included in the transfers to public works.

Mr. Baird confirmed the increase in the streets and grounds contract services is the result of our contract for yard waste materials at Blessings Greenhouses and Compost Facility south of Milford.

The snow and ice removal line item was increased \$3,000 to cover materials only. The funds left over this year are being used to purchase materials to be used next winter.

Mr. Portmann clarified the capital equipment costs are for a dump truck (\$145,000) and a vehicle (\$30,000). Capital street costs are for repairs to Airport Road from Route 113 to Canterbury Road which will include engineer work. Both drainage and widening may need to be considered before paving is completed. The finance director hopes to use \$145,000 of municipal street aid to cover the costs of the dump truck.

When asked if the Parks and Recreation reflects an increase in cemetery costs, Mr. Baird explained that falls under council expenses and is shown as a \$5,000 contribution as was done last year.

The most notable increase in councils' budget is the Boys and Girls Club contribution that increased from \$105,400 to \$163,735. Mr. Baird confirmed that reflects the additional money the city received from Senator Colin Bonini.

The city manager asked Mr. Pikus to inform the committee about the request for additional funding from Milford Museum. Mr. Pikus advised a written request was received from Don Abrutyn asking for an additional \$12,000; Mr. Baird clarified we are presently providing \$18,000 and they are now asking for \$30,000.

Mr. Portmann confirmed this is the last year for the Milford Library contribution which is paid from the general fund/fund balance. He added the Boys and Girls Club is also paid from that fund. He explained that surplus money left from previous budgets was put into that account. Council agreed to utilize those funds to pay Milford Library, Boys and Girls Club and for the city hall renovations. The more recent budgets do not have money left over so once these obligations are met, that fund will essentially be defunct.

Mr. Baird noted that when DMI asked him to commit the additional funds for DMI, the city manager informed them there is no commitment and it can only be discussed during the budget hearings.

Mr. Portmann noted the water budget is increasing by approximately \$140,000 and sewer is decreasing by a little less than \$100,000. That is the result of more consumption on the water side and more conservation on the sewer side.

Mr. Baird recalled the city soliciting RFP's for a ten-year water tower maintenance program to address all three water towers. Currently, those firms are being interviewed. A recommendation will be made to council at an upcoming meeting.

He said that before this budget is finalized, he will have an accurate number; currently it is only an estimation.

It was noted that the \$25,000 penciled in for a hydraulic mower to be purchased as a capital item by the water department can also be used for snow removal of public areas in the winter.

When questioned about the increase from \$191,495 to \$250,825 in the transfer to meter department line item, Mr. Portmann explained that is for capital expenditures not included in the initial budget provided to department heads.

Mr. Baird explained that the city is now plowing the downtown sidewalks and parking lots and Milford Library. There has been a substantial increase in shoveling at the library due to their main entrance being below ground level with the recent renovation that was done. We continue to handle the Boys and Girls Club property as well, per their maintenance agreement.

It was noted that the Meter Department/Water and Sewer budgets decreased. The capital budget request for \$60,000 is for new meters similar to those recently replaced at Perdue and Seawatch. Eight additional meters will be replaced at the schools this current budget year. The two Caulk locations and one other large commercial meter will be replaced next budget year.

No changes reported in the Wastewater Division.

Revenues remain the same in the Solid Waste division. With salaries down, Mr. Baird advised that some of the higher-paying employees are no longer there; replacements will be brought in at a lower, starting salary. Mr. Baird added that another \$7,000 is needed for trash containers and roll-outs.

It was noted that when DSWA got out of the recycling business, the city received a huge number of those containers (at no charge) which are stockpiled at the city yard.

Electric revenues are projected up \$1 million as a result of a usage (consumption) increase; a corresponding increase is reflected in the power costs of \$.5 million.

Mr. Portmann confirmed there are twelve employees in the electric department. Mr. Baird said that includes the superintendent, two line supervisors, five linemen, one administrative assistant and one warehouse manager. Advertising costs are increasing as a result of the bid requirements for the substation project. The city manager confirmed that the increase in uniform costs is because this is the third year of their cycle. New uniforms are purchased every three years. It was noted that boots and safety gear increased by \$5,000 as well.

Mr. Baird said he removed the \$350,000 truck with the one hundred-foot extension from the budget. It would have been used for our crews to build the transmission line south of town (transfer station) up Route 113 to the site of the new substation on Route 14. However, he needs to determine if city crews will be doing that work or if it will be contracted out. At this time, that request cannot be justified.

The electric department also submitted a request for \$100,000 to replace underground circuits coming out of the existing substation and placing them overhead. The superintendent was directed to provide Mr. Baird the final numbers this week.

The cost of training in the meter department/electric division budget doubled. They receive regular training and attend water meter school every four to five years. According to the city manager, they have begun to focus more on electric metering because of the changes in technology including smart metering, net metering, etc.

Mr. Portmann said he plugged in an estimated number for training in the public works department based on their request and previous training costs. The overall increase in that department is the result of the city engineering position being added to their budget.

Overtime increased from \$500 to \$3,000 as a result of the additional employees transferred to that department.

The city manager advised committee members that a \$20,000 vehicle was budgeted in public works this previous year. They intend to look at other available vehicles in the current fleet to prevent purchasing a new vehicle.

It was noted there is a substantial savings in the garage budget because of the reduction of the number of employees from two to one. Mr. Baird stated that Jim Morris has been handling the garage by himself over the past year though some

street department employees have assisted him when necessary. When considering whether another person is needed, the city manager along with Brad Dennehy and Tim Webb agreed to share employees as is being done. The second option is a part-time or a contractual person. The last and least favorable option was to bring another full-time employee on board. The city manager said they all three agreed we are a long way away from another full-time position.

Mr. Baird feels that additional help may be needed on a limited capacity though the preference is to have another employee fill-in on an as-needed basis. The downside is when that is done, we are robbing from another area that could be impacted.

The transfer to public works line item covers the cost of the oversight from the public works director and help of the administrative assistant. It also covers their portion of the overhead costs (heat, electric). Included is \$20,000 should a part-time person be needed though that is not the intent.

There were very few changes in the billing/collection department. Mr. Portmann advised that last year, the city opened up credit card charges to commercial accounts. Previously, we were only accepting charge payments on residential accounts. There are a number of businesses using that service which has raised the credit card/bank fees substantially with an average of more than \$3,000 per month. Each time a person pays their electric bill with a credit card, approximately 1.5% of that cost is borne by the city.

When asked the city finance director's opinion of the budget, Mr. Portmann said the fact we are not proposing any layoffs, not proposing any increases and we have a small deficit of approximately \$20,000 in the general fund which he believes can be worked out with the department heads, means we are in good shape.

Mr. Baird then advised that we have predicated the salaries on a 2% increase. The FOP contract is still being negotiated so that is a variable that remains.

Mr. Pikus and Mr. Grier then discussed some possible savings with reducing the number of take home vehicles by saving on fuel. Mr. Baird agreed noting that currently it is structured that only department heads are permitted to take their vehicles home. The city does not have a formal policy on take home vehicles and he agrees a written policy should be in place with instructions and rules.

They agreed a policy should be created which would limit take home vehicles only to department heads. Mr. Baird said that is easy and he would address issues such as oversight where employees are getting comfortable besides the cost savings.

A discussion then occurred about reducing overtime across the board. Total overtime is \$138,000; Councilman Morrow and Chief Hudson are presently addressing overtime at the police department.

Cell phones were also considered with the finance committee recommending that management scrutinize tightly the use of cell phones by employees. Mr. Portmann confirmed the cost of cell phones runs around \$40,000 per year. Mr. Pikus recommends a policy be established for cell phones as well.

Mr. Baird agreed and added that overtime and on-call costs are significant. He said the on-call costs are somewhat what they are because we do have employees responding on a 24/7 basis. In those cases, they need to be compensated in some capacity. However, scheduling can be handled in a more efficient manner to address these issues. Mr. Grier recommended giving the employee off another day if they are required to work on a Saturday; Mr. Baird agreed.

Mr. Pikus noted that this was is a preliminary review of the budget with more budget hearings to follow.

ADJOURN

With no further business, Mr. Pikus moved to adjourn, seconded by Mr. Grier. Motion carried.

The meeting adjourned at 6:48 p.m. Motion carried.

Respectfully submitted,

Terri K. Hudson, CMC  
City Clerk/Transcriber

*MILFORD CITY COUNCIL*  
MINUTES OF MEETING  
*May 9, 2011*

The Monthly Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware on Monday, May 9, 2011

RESIDING: Mayor Joseph Ronnie Rogers

IN ATTENDANCE: Councilpersons Steve Johnson, Garrett Grier III, S. Allen Pikus, Dirk Gleysteen, Owen Brooks, Jr., Douglas Morrow, Sr., James Starling, Sr. and Katrina Wilson

City Manager David Baird, Police Lieutenant Kenneth Brown and Administrative Assistant/Recording Secretary Christine Crouch

City Solicitor David Rutt, Esquire

CALL TO ORDER

Mayor Rogers called the Monthly Meeting to order at 7:04 p.m.

OATH OF OFFICE

The Honorable William J. Walls, Jr. Judge of the Kent County Family Court administered the Oath of Office to recently elected James O. Starling, Sr. for a two-year term. The Oath of Office was then signed and the Certificate of Office, as certified by the City of Milford Board of Election, presented by Mayor Rogers.

INVOCATION AND PLEDGE

The Pledge of Allegiance followed the invocation given by Councilman Starling.

APPROVAL OF MINUTES

Motion made by Mr. Pikus, seconded by Mr. Starling to approve the minutes of the April 11 and April 25, 2011 Council Meetings as presented. Motion carried.

RECOGNITION

*Proclamation 2011-5/Milford Lodge 2401/Elks Youth Month*

Recording Secretary Crouch read into the record the following proclamation, as Mayor Rogers presented the document to those Elks members present:

WHEREAS, the Benevolent and Protective Order of Elks has designated the month of May as Youth Month to honor America's Junior citizens for their accomplishments and to give fitting recognition of their services to Community, State and Nation; and

WHEREAS, Milford Lodge #2401 will sponsor an observance during the month in tribute to the Junior Citizens of this community; and

WHEREAS, no event could be more deserving of our support and participation than one dedicated to these Young People who represent the nation's greatest resource, and who in the years ahead will assume the responsibility for the advancement of our free society; and

WHEREAS, our Youth need the guidance, inspiration and encouragement which we alone can give in order to develop those qualities of character essential for future leadership, and go forth to serve America; and

WHEREAS, to achieve this worthy objective, we should demonstrate our partnership with Youth, our understanding of their hopes and aspirations and a sincere willingness to help prepare them in every way for the responsibilities and opportunities of citizenship.

NOW, THEREFORE, BE IT RESOLVED, that I, Joseph Ronnie Rogers, by virtue of the authority vested in me as Mayor of the City of Milford, Delaware, do hereby proclaim the month of May 2011 as Youth Month in the City of Milford and urge all Departments of Government, Civic, Fraternal and Patriotic Groups, and our Citizens generally, to participate wholeheartedly in its observance.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Milford to be affixed this Ninth Day of May in the Year of our Lord Two Thousand and Eleven.

s/Mayor Joseph Ronnie Rogers

*Proclamation 2011-6/Memorial Day & Milford Veterans Affairs Poppy Sale Days*

Recording Secretary Crouch read into the record the following proclamation, as Mayor Rogers presented the document to those Milford Veterans Affairs members present:

WHEREAS, The annual distribution of buddy Poppies by the Veterans of Foreign Wars of the United States has been officially recognized and endorsed by governmental leaders since 1922; and

WHEREAS, Buddy Poppies are assembled by disabled veterans, and the proceeds of this worthy fundraising campaign are used exclusively for the benefit of disabled and needy veterans and the widows and orphans of deceased veterans; and

WHEREAS, the basic purpose of the annual sale of Buddy Poppies by the Veterans of Foreign Wars is movingly reflected in the desire to "honor the dead by helping the living"; and

WHEREAS, the 2011 Buddy Poppy Drive is being held from May 1 through May 31, 2011 and

WHEREAS, The Milford VFW Post #6483 and its Ladies Auxiliary have promoted the sale of the Buddy Poppy through their hospital visits and activities at the Veterans Home and within the City of Milford; and

WHEREAS, those funds have been distributed to worthy individuals within the Community.

NOW, THEREFORE, BE IT RESOLVED, that I, Joseph Ronnie Rogers, Mayor of the City of Milford, do urge all patriotic citizens to wear a Buddy Poppy as mute evidence of our gratitude to the men and women of this country who have risked their lives in defense of the freedoms which we continue to enjoy as American citizens and do hereby proclaim that May 2011 is Buddy Poppy Month in the City of Milford.

AND, BE IT FURTHER RESOLVED, that I, Joseph Ronnie Rogers, Mayor of the City of Milford, Delaware, do hereby declare that Memorial Day be observed on Monday, May 30, 2011 in this City.

Due reverence and honors will be given to those valiant veterans who gave their lives in defense of this great Nation so that we may remain free. It is urged that we all join together in honoring them for their supreme sacrifice.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Milford to be affixed this Ninth Day of May in the year of our Lord Two Thousand and Eleven.

s/Mayor Joseph Ronnie Rogers

## POLICE REPORT

Due to being out of state, Lieutenant Kenneth Brown was present on behalf of Police Chief Keith Hudson.

Police Chair Morrow referenced the April Police Report adding that Chief Hudson had received the Patriot Award this past week from the US Department of Defense. The award is presented from the Employer Support of the Guard and Reserve Group of the Department of Defense in appreciation of model employment practices for employees of the department who serve in our armed forces. Mayor Rogers and council members expressed their congratulations.

Mr. Pikus moved to accept the police report as submitted by Chief Hudson, seconded by Mr. Brooks. Motion carried.

## CITY MANAGER REPORT

Mr. Baird then read the following report into record:

## Impact Fee Waivers

Since the waiver of impact fees was implemented in June 2010, the City has waived \$173,032 in fees. This waiver has allowed property owners in Milford to retain this money and has helped to support a total investment of \$10,298,931 (based on building permit values) during the months of June 2010 through April 2011.

## FY 2011-12 Budget

Mr. Portmann and I have been met with Department Heads to finalize the FY 2011-12 Budget Proposal and briefed the Finance Committee at its meeting on May 5, 2011. A complete draft of the proposal is scheduled to be completed for City Council by Friday, May 13 or Monday, May 16 to allow review time prior to the budget hearings. Budget hearings are scheduled for the evenings of June 6-8, 2011.

## Public Sale of Wawa Property

A public sale of the Wawa property has been scheduled for Thursday, May 19, 2011 beginning at 11:00 a.m. at City Hall. Interested parties may review and/or obtain a copy of the associated information at City Hall.

## City Bond Issue

The City is planning to move forward with its 2011 bond issue for improvements to the sewer and electric systems. Upon favorable conditions, the bond issue may include refunding of the City's 2002 Bond issue (Resolution 2011-2 on tonight's agenda). The City's Bond Counsel will be in attendance at your May 23, 2011 meeting to review the specifics of the bond sale scheduled for June.

## DEMEC Bond Issue

As authorized by City Council in July 2010 and by the DEMEC Board in April 2011, DEMEC is proceeding with a bond issue for the construction of a second natural gas fired peaking generator at the Beasley Power Plant in Smyrna. Mayor Rogers signed the appropriate documents on behalf of the City. DEMEC is expected to sell bonds this summer with the project kicking off later this year.

## Spyrous Maroulas v. City of Milford Board of Appeals (205/207 NW Front St)

Attorney Tim Willard filed an answering brief to the plaintiff's opening brief on April 21, 2011; the plaintiff has until May 10, 2011 to file their reply. I will continue to keep City Council informed as we obtain further instructions or a ruling from the Court.

## North Church Street Paving Project

After further review of the street by the City staff, I have directed the department to conduct further engineering and design in an effort to reduce our risk of a similar issue as occurred on NE 10th Street. Once the additional engineering and design is completed, we will move forward with bidding the project for construction.

Mr. Baird then reported that this is Spring Clean Up Week. It will be extended one week in the event of inclement weather.

## COMMITTEE REPORTS

Ms. Wilson advised that she received a call from Jakara Hinton who is planning a Cancer Awareness Walk, sponsored by the local cancer society, on June 11<sup>th</sup> beginning at 8:00 a.m. The starting point will be in the Banneker School area though it will cover all four wards.

Mr. Hinton will be submitting the request in writing in the near future.

## COMMUNICATIONS

Mayor Rogers thanked everyone for their support and acts of kindness in recent days following the recent death of his sister-in-law.

## UNFINISHED BUSINESS

No unfinished business items to offer.

## NEW BUSINESS

*Preliminary Major Subdivision Approval Extension/Shawnee Farms LLC/Cypress Hall Commercial*

City Planner Gary Norris advised the extension is for the proposed commercial development south on Route 113 which includes a grocery store and some strip shopping centers. The planning commission reviewed the request and recommended the one year extension by a vote of 6-0.

He noted they are preparing their final subdivision application which will be reviewed by the planning commission on May 17<sup>th</sup>.

Mr. Morrow moved for approval of the extension, seconded by Mr. Pikus.

Mr. Gleysteen confirmed this is the third extension and recalled that he was on the planning commission at the time of the last request. It was the consensus of the commissioners at that time they proceed as quickly as possible to prevent a fourth request.

Motion carried by unanimous roll call vote.

*Adoption of Resolution 2011-2/Refunding '2002 Series' Bonds, Issuance of '2011 Series' Bonds and Scheduling of Public Hearing*

Mr. Pikus moved for adoption of Resolution 2011-2, seconded by Mr. Grier:

*WHEREAS, the City Council of the City of Milford, Delaware ("City Council") has been advised that the City of Milford can achieve present value debt service savings by refunding the City's outstanding General Obligation Refunding Bonds, Series of 2002 (the "Refunding Program").*

*NOW, THEREFORE, BE IT RESOLVED, and it is resolved that the City Council of the City of Milford does hereby propose the borrowing of an amount of money not exceeding \$3,975,000 to be utilized for the Refunding Program described above, and to pay certain costs associated with the issuance of its General Obligation Bonds, Series B of 2011 (the "2011B Bonds"). The average rate of interest on the 2011B Bonds shall not exceed 5.00%. The 2011B Bonds shall be secured by the full faith and credit of the City. The 2011B Bonds shall be paid or funded by available revenues of the City. The City is authorized to use a portion of the proceeds of the 2011B Bonds to pay costs associated with the issuance of the 2011B Bonds. A public hearing upon this resolution and final authorization for the borrowing is scheduled in the Council*

*Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware, on May 23, 2011 at 7:00 p.m. with final authorization for the borrowing expected at the regular monthly meeting to follow on the same date.*

s/Mayor Joseph Ronnie Rogers

Motion carried by unanimous roll call vote.

*Adoption of Resolution 2011-3/Fork Landing Farm/Dedication of Utilities*

City Engineer Mark Mallamo advised that he is proposing the public utilities be accepted in a subdivision that is currently under construction. The utilities are complete with approvals from the Department of Health and Human Services for the water system and DNREC for the sewer system. He is recommending they be accepted during the remainder of the construction period.

He explained a letter of credit will be received for a one-year warranty period. During the construction of the homes, the utilities will be operating and under the control of the city. He believes this will help simplify the construction and make it a more streamline process.

The streets are not yet completed though one building permit has been issued for a single family home and application has been made for a duplex. He concluded by explaining that dedication of the streets will not occur until 75% of the homes are completed.

Ms. Wilson moved to adopt the following resolution, seconded by Mr. Starling:

*ACCEPTING PUBLIC IMPROVEMENTS FOR FORK LANDING FARMS SUBDIVISION*

*WHEREAS, Chapter 200 provides that public utilities shall be accepted into the City of Milford's Public Utility System by resolution of City Council; and*

*WHEREAS, The City Engineer has determined that all required improvements to the Fork Landing Farm Water and Sewer Utility Systems have been completed; and*

*WHEREAS, approval to operate those utilities has been obtained from the applicable State Agencies; and*

*WHEREAS, the developer will provide the City of Milford with a Letter of Credit for the Public Improvements and Public Utilities guarantying the improvements for one year from the date of acceptance of these improvements; and*

*WHEREAS, the developer has provided as-built drawings of the Utilities to the City.*

*NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Milford during a regular session of Council, by a favorable majority vote, accepts the improved and completed Public Utilities in the Fork Landing Farm Subdivision that are being dedicated for public use into the City of Milford Public Utility System.*

Motion carried by unanimous roll call vote.

*Introduction of Ordinance 2011-11/Conditional Use-Two Farms, Incorporated on behalf of Harry H. Mulholland, Trustee of James P. Hammond III*

*AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MILFORD, DELAWARE AUTHORIZING A CONDITIONAL USE PERMIT FOR EQUITABLE OWNER TWO FARMS, INCORPORATED ON BEHALF OF HARRY H. MULHOLLAND, TRUSTEE OF JAMES P. HAMMOND III TO ALLOW A CONVENIENCE STORE WITH GAS PUMPS AND CAR WASH IN A C-3 DISTRICT ON 2.69 +/- ACRES AT 601 NORTH DUPONT BOULEVARD, MILFORD, DELAWARE. TAX MAP(S): MD-16-183.09-01-01.00; MD-16-183.09-01-02.00; MD-16-183.09-01-03.00.*

*Whereas, the City of Milford Planning Commission reviewed the application at a Public Hearing on May 17, 2011 and has presented it to be considered by the City Council; and*

*Whereas, Milford City Council held an advertised Public Hearing on June 27, 2011 to allow for public comment on the application; and*

*Whereas, it is deemed in the best interest of the City of Milford to allow the Convenience Store with Gas Pumps and a Car Wash as herein described.*

*Now, Therefore, the City of Milford hereby ordains as follows:*

*Section 1. Upon the adoption of this ordinance, Equitable Owner Two Farms, Incorporated on behalf of Harry H. Mullholland, Trustee of James P. Hammond III is hereby granted a Conditional Use Permit in accordance with the application, approved plans and any conditions set forth.*

*Section 2. Construction or operation shall be commenced within one year of the date of issuance or the conditional use permit becomes void.*

*Section 3. Dates.*

*Introduction to City Council: 05-09-11*

*Planning Commission Review & Public Hearing: 05-17-11*

*City Council Review & Public Hearing 06-27-11*

*This ordinance shall take effect and be in force ten days after its adoption.*

*s/Mayor Joseph Ronnie Rogers*

City Planner Norris advised this is an introduction to an ordinance for the proposed construction of Royal Farms to allow a convenience store with gas pumps and car wash at the intersection of Route 14 and 113. There will be a public hearing before the planning commission at which time their site plan will also be reviewed. It will come back before council for final approval.

Mr. Norris confirmed that approval is needed from DelDOT, Soil Conservation, Fire Marshal and the Director of Public Works before council takes final action on the conditional use.

*Introduction of Ordinance 2011-12/Modification to Conditional Use/ Morris and Ritchie Associates, Incorporated on behalf of Griffin Realty, LLC*

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MILFORD, DELAWARE APPROVING THE MODIFICATION OF A CONDITIONAL USE TO ALLOW A PLANNED UNIT DEVELOPMENT FOR MORRIS AND RITCHIE ASSOCIATES, INCORPORATED ON BEHALF OF GRIFFIN REALTY LLC ON 107.50 +/- ACRES IN AN R-1, R-2 AND R-3 DISTRICT LOCATED EAST OF US ROUTE 113 AT THE INTERSECTION OF WEST HEIRLOOM WAY, SOUTH OF SEABURY AVENUE, MILFORD, DELAWARE, FORMERLY KNOWN AS CENTRAL PARKE AT MILFORD/MILFORD PONDS. TAX MAP NO(S): 1-30-6.00-108.00, 1-30-3.00-6.00-167.00 thru 1-30-3.00-6.00-550.00; 1-30-3.00-6.00-557.00; 1-30-3.00-6.00-558.00.**

*Whereas, the City of Milford Planning Commission reviewed the application at a Public Hearing on May 17, 2011 and has presented it to be considered by the City Council; and*

*Whereas, Milford City Council held an advertised Public Hearing on May 23, 2011 to allow for public comment on the application; and*

*Whereas, it is deemed in the best interest of the City of Milford to allow the Modifications to the Conditional Use for a Planned Unit Development as herein described.*

*Now, Therefore, the City of Milford hereby ordains as follows:*

*Section 1. Upon the adoption of this ordinance, Morris and Ritchie Associates, Incorporated on behalf of Griffin Realty, LLC is hereby granted an Amended Conditional Use Permit in accordance with the application, approved plans and any conditions set forth.*

*Section 2. Construction or operation shall be commenced within one year of the date of issuance or the conditional use permit becomes void.*

*Section 3. Dates.*

*Introduction to City Council: 05-09-11*

*Planning Commission Review & Public Hearing: 05-17-11*

*City Council Review & Public Hearing 05-23-11*

*This ordinance shall take effect and be in force ten days after its adoption.*

*s/Mayor Joseph Ronnie Rogers*

City Planner Norris recalled the previous name of this subdivision was Central Parke at Milford Ponds noting it is now under new ownership. The revised plan will be presented to the planning commission for their consideration.

He advised that it was originally approved and given a conditional use because of being a Plan Urban Development. This will amend that plan though a continuation or modification of the existing conditional use.

The planning commission will hold a public hearing and make a recommendation; it then comes back before council for final approval.

Mr. Norris confirmed that approval is needed from DeIDOT, Soil Conservation, Fire Marshal and the Director of Public Works before council is able to take final action.

The city manager reported that this project was once under one ownership. Since that time, portions of the property were sold off and there are currently two separate owners. The owners are working together on how to move forward. One owner is proposing to move forward which involves the application being presented. He expects the other owner to claim that his property is being impacted by this action.

He asked council to carefully review the application as well as the planning commission prior to the upcoming public hearings.

*Authorization to Submit Application/Drinking Water State Revolving Fund*

Mr. Baird referenced the following memo:

*The Delaware Office of Drinking Water (ODW) is re-soliciting applications for funding from the Drinking Water State Revolving Fund. Based on our preliminary conversations with ODW, we were informed that the City may be in a position to qualify for funding for the Washington Street Water Project and possibly be in a position to receive "principal forgiveness" (grant funds) on a portion of the project.*

*Based on this information, I requested Davis, Bowen & Friedel, Inc. (DBF) prepare a pre-application for submission to ODW in mid-April to determine if the City would qualify for funding. Last week, the City was invited to submit an*

*application for funding and we have prepared a funding application for improvements totaling \$2.7 million for improvements to the Washington Street Water Plant.*

**PROJECT DESCRIPTION:**

*The City of Milford proposes to rehabilitate and make improvements to its Washington Street Water Treatment Facility. The scope of the proposed project includes the demolition of the existing facilities due to its poor condition, construction of new treatment and storage buildings and associated site and piping work, the installation of a replacement well and the replacement of the existing raw water main which connects the remote well site to the treatment facility. Lastly, improvements will be made to the remaining structure on site for possible conversion to the City's billing office.*

*Additionally, the City is proposing to add and/or upgrade instrumentation and controls that will allow them to maintain and operate their production and distribution systems more efficiently. The anticipated improvements include upgrades at all of their facilities.*

**DEFICIENCIES ADDRESSED BY THIS PROJECT:**

*The existing water treatment facility is located on Washington Street immediately south of the Mispillion River. The date of construction of the existing water treatment facility is currently unknown. The facility was originally used as part of the City's electrical generation plant that was abandoned in the 1950's. Upgrades were made over the years to convert the facility to a water treatment plant. The last major upgrade was performed in 1987 and included minor structural/roofing repairs, chemical system improvements, minor piping repairs/replacements and mechanical and electrical upgrades. Existing structures at the facility are in poor condition and need to be repaired and/or demolished. An existing well, the raw water main from the remote well site to the treatment facility and the existing treatment equipment, pumps, piping, mechanical and electrical equipment in the facility are all in need of rehabilitation and/or replacement. Lastly, the exterior of the existing clear well is in need of structural repairs to remain in service.*

*The size, age and configuration of the treatment building are such that the facility is inefficient and potentially hazardous to continue to operate. The rehabilitation, replacement and improvements of existing equipment will help to improve the overall efficiency of the facility and to safeguard the health and welfare of the City's water system users and operators.*

*Additionally, the City is proposing to add and or upgrade instrumentation and controls that will allow them to maintain and operate their production and distribution systems more efficiently. The anticipated improvements will include upgrades at all of their facilities and should allow the City to better monitor a number of items such as the impacts on the aquifers in the area and the performance of their pumping equipment. Modifications to the existing controls will allow the City to use the facilities closest to the demands rather than all of the facilities at once.*

**PROPOSED PROJECT BUDGET:**

*Construction: \$ 1,985,500*

*Contingency (15%) \$ 298,000*

*Legal & City Admin. (3%) \$ 59,500*

*Engineering, Cont. Admin & Inspection (18%) \$ 357,000*

*PROJECT TOTAL \$ 2,700,000*

**PROPOSED TIMELINE:**

*Binding Commitment from ODW: November 2011*

*Loan Closing: January 2012*

*Completion of planning, design & permitting: September 2012*

*Contract Awarded: November 2012*

*Construction Begins: December 2012*

*Construction Complete: November 2013*

*Project Closeout January 2014*

*POSSIBLE FINANCING OPTIONS:  
(Estimates Only)*

*Option 1--\$2.5 Million from Reserves*

|                                   |                     |
|-----------------------------------|---------------------|
| <i>Total Project Cost</i>         | <i>\$ 2,500,000</i> |
| <i>Total Borrowing</i>            | <i>\$ -</i>         |
| <i>Total Grant</i>                | <i>\$ -</i>         |
| <i>Total Reserves</i>             | <i>\$ 2,500,000</i> |
| <i>Annual Debt Service</i>        | <i>\$ -</i>         |
| <i>Total Project Cost to City</i> | <i>\$ 2,500,000</i> |

*Option 2a--\$2.7 Million DWSRF Project (27% Grant/73% Loan @ 3% for 5 yrs)*

|                                           |                      |
|-------------------------------------------|----------------------|
| <i>Total Project Cost</i>                 | <i>\$ 2,700,000*</i> |
| <i>Total Borrowing</i>                    | <i>\$ 1,957,500</i>  |
| <i>Total Grant</i>                        | <i>\$ 742,500</i>    |
| <i>Total Reserves</i>                     | <i>\$ -</i>          |
| <i>Annual Debt Service</i>                | <i>\$ 422,088</i>    |
| <i>Total Project Cost (5 yrs) to City</i> | <i>\$ 2,110,440</i>  |

*Option 2b--2.7 Million DWSRF Project (27% Grant/73% Loan @ 3% for 20 yrs)*

|                                            |                      |
|--------------------------------------------|----------------------|
| <i>Total Project Cost</i>                  | <i>\$ 2,700,000*</i> |
| <i>Total Borrowing</i>                     | <i>\$1,957,500</i>   |
| <i>Total Grant</i>                         | <i>\$ 742,500</i>    |
| <i>Total Reserves</i>                      | <i>\$ -</i>          |
| <i>Annual Debt Service</i>                 | <i>\$ 130,284</i>    |
| <i>Total Project Cost (20 yrs) to City</i> | <i>\$ 2,605,680</i>  |

He explained these funds will be used to rehabilitate and improve the Washington Street water plant. Also being considered is the modification of the existing office structure as a possible location for our billing department.

Erik Retzlaff of Davis, Bowen and Friedel advised the project was originally approved in 2008 at which time a very favorable loan offer was made from the USDA Rural Development Program. With the economic climate, the city hesitated to move forward. Since that time, it was agreed to submit a funding application to the Office of Drinking Water.

The application was fast tracked due to some available funding dedicated to other projects that were pulled. Currently, the city was ranked and is planning to move forward with the application process. Should council recommend proceeding, the reviews will be completed and money available through a binding commitment letter sometime in November. Plans are to move the project forward in early 2012.

Mr. Retzlaff reported that the plant has been used for a number of uses and initially as a power generation plant for the electric system. It was also used as a police department. Since that time, it was retrofitted to a water treatment facility. He said the structures are in very bad condition and the intent is to demolish the building completely.

Mr. Baird emphasized the need for the project due to the existing conditions and feels the financing terms are currently very favorable. He feels the new facility would also compliment the new library and the riverwalk and other downtown areas. The funds are unable to be used for growth related projects though we are able to use them to rehab existing facilities.

He then reviewed the project costs as noted in the memo.

The project costs increased from \$2.5 million to \$2.7 million because there are increased costs associated with taking on the loan package. It includes prevailing wage rates along with additional administrative and contract costs associated with managing the contract, in addition to interest costs.

The package includes a 35% grant or principal forgiveness, 65% loan at a 1% interest rate for a five to twenty-year term. Currently, Mr. Baird said there will be no impact on our rate payers because we propose to utilize the money in our reserves to secure the loan.

Public Works Chair Brooks moved to authorize the loan submission to the Office of Drinking Water and referred the financing options to the finance committee to determine the best package. In turn, they would make that recommendation back to city council, seconded by Ms. Wilson. Motion carried by a unanimous roll call vote.

*Economic Development Advisory Panel/Presentation*

Chair Sher Valenzuela-Overall Scope and Direction/Workforce Development. She addressed council stating the purpose of their visit is to provide an update on the City Strategic Plan prepared by John Rhodes and approved by City Council. She then introduced the members of the Economic Development Advisory Panel present and noted those that were absent.

Bill Pilecki-Workforce Development. Mr. Pilecki spoke about the student-scholarship program being developed for students who plan to go directly into the workforce after graduation. Mr. Pilecki is working with the Milford Lions Club for additional support. Milford School Superintendent Sharon Kanter is also on the Workforce Development team and is actively engaged in the project.

(Mayor Rogers then presented Bill Pilecki's sister-in-law, Annemarie Soller, from Munich, Germany with a key to the city. He welcomed her to Milford noting this is a celebration because it is her first time in the United States.)

Ms. Valenzuela then recalled the strategic plan recommended incorporating a Junior Achievement program in Milford to build awareness and basic entrepreneurial skills among local students and to support the Milford School District. She announced that Junior Achievement will be moving to a campus in Milford. She then welcomed Rob Eppes, Director of Junior Achievement.

Mr. Eppes then addressed council noting that people come from all over the country to visit their facility in Wilmington and there are almost 1,000 young citizens from Kent and Sussex County who make the trip to experience work readiness, financial literacy and entrepreneurship programs at that facility. The Milford campus will allow these lower Delaware students to be served locally. It will also allow them to expand their Wilmington services outside the State of Delaware to make up for those students attending the Milford facility.

Mr. Eppes then provided a history of Junior Achievement noting their goal is to help prepare young people to own their future economic success.

Ms. Valenzuela reported the Junior Achievement will be located at the new facility purchased by First State Manufacturing (former Old Sussex Company near the ballpark).

Craig Crouch - Infrastructure/Organizational Support. Mr. Crouch advised their team is reviewing city utilities noting that the strategic plan indicates Milford is not competitive with its electric rates. They have acquired information from the city, DP&L, Delaware Electric Co-Op and four other municipalities in Delaware with similar demographics. They plan to meet with city officials to evaluate the rate information in hopes that Milford's rates will become more competitive and attractive to businesses and industries that want to invest in Milford, as well as helping current businesses.

Bob Connelly - Marketing, Promotion/Internal Communication. Mr. Connelly reported that the strategic plan ranked this very high in our needs. To understand, it is important to know the needs and desires of the community and the business survey will provide that information. That will be followed by surveys of the citizens, high school and city employees.

Mr. Pikus asked if the nine-page survey could be pared down to allow our businesses to more easily respond; Mr. Connelly stated it is only forty questions and the way it is formatted stretches it out. He feels all the questions need to be included. The planned press releases and newsletter will provide advanced information so the businesses will expect it and understand its importance.

Mr. Grier encouraged council to read the survey and make recommendations or suggestions noting the importance of being able to use the information as a tool as we move forward.

Richard Carmean - Economic Development Report. Mr. Carmean said he entered into this position to get something rolling again in bringing businesses and new jobs to Milford. Another priority is to keep our existing businesses and help expand others. He commended Mr. Grier in his position as chair of the Economic Development Committee adding he is getting a number of leads from Mr. Grier, in addition to leads from other council members and the community.

Mr. Carmean continues to work on several projects that he hopes will evolve. In addition, he is working on an incentive package for both existing businesses and new businesses that will need the approval of city council.

Mr. Baird added that many of the projects Mr. Carmean is working on may need some quick action by city council with very short notice. By being able to respond to inquiries and requests will be important as we deal with these matters.

Vice Chair Dave Hitchens - Summary. Mr. Hitchens stated this is a building block process that will create a model for success. He said the foundation of communication, with the community, city employees and businesses is extremely important. The other part of the foundation is organization. Two important drivers are marketing and operations. He reported that Delaware Today ranked Milford as 30<sup>th</sup> out of 35 towns in Delaware. Because it is a competitive environment, we need to work harder to be better. He concluded by saying the power of economic development means a great deal to a community.

Daniel Wolfensberger, CEO, Kent Economic Partnership, Incorporated said he reviewed Milford's Strategic Plan and is impressed with the plan and believes it is the first step forward. He also believes the enthusiasm of the panel members will carry the plan forward in making it a reality and fulfill its objectives.

He added that the county government is becoming more aggressive in economic development and has put together a strategic fund in the amount of \$500,000 similar to what the State of Delaware has done. That is used to clinch deals that involve companies that create capital investments.

Mr. Wolfensberger then discussed the importance of working together on these packages referencing a recent package offered to a company with the potential to bring seventy manufacturing jobs to Harrington. The package included incentives from the State of Delaware, Kent County and the City of Harrington totaling \$1.2 million.

He encouraged the city to continue with this effort, emphasizing it is headed in the right direction.

#### ALABAMA RELIEF PROJECT

Mayor Rogers reported that in an effort to help the victims of the storm in the south, Milford Resident Ronnie LaVere is collecting items to take to Alabama. He is planning to leave Friday, May 13<sup>th</sup> with his first load for anyone who wishes to donate.

#### MONTHLY FINANCE REPORT

Finance Chairman Pikus reported that through the ninth month of Fiscal Year 2010-2011 with 75% of the fiscal year having passed, 79.91% of revenues have been received and 71.11% of the operating budget expended.

Only two revenue line items remain below 75%, as has been reported in the past.

He reiterated the city will experience another tight budget with the fiscal year that begins in July. Changes will be made though they are expected to be minor. The intent is to keep property taxes at their current rate, be as spend thrift as possible with no impact on public safety or public services.

ADJOURN

With no further business, Mayor Rogers adjourned the Monthly Meeting of City Council at 8:44 p.m.

Respectfully submitted,

Terri K. Hudson, CMC  
City Clerk/Recorder

*MILFORD CITY COUNCIL*  
MINUTES OF MEETING  
May 23, 2011

A Meeting of the Police Committee of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware on Monday, May 23, 2011.

PRESIDING: Chairman Douglas Morrow, Sr.

IN ATTENDANCE: Committee Members: Council Members Katrina Wilson & S. Allen Pikus  
Police Chief Keith Hudson and Recorder/City Clerk Terri Hudson

**CALLED TO ORDER**

The meeting was called to order at 6:00 p.m. by Chairman Morrow.

**EXECUTIVE SESSION**

Motion to go into executive session made by Chairman Morrow, pursuant to 29 Del. C. §10004(b)(9) personnel matters in which the names, competency and abilities of individual employees or students are discussed, seconded by Mr. Grier. Motion carried.

**RETURN TO OPEN SESSION**

The committee returned to open session at 6:39 p.m.

**EXECUTIVE SESSION MATTER**

Mr. Pikus moved that the COPS Grant information be provided to city council with a recommendation it be submitted tomorrow for an additional police officer to be hired and funded by the federal government for a three-year period, after which time, the city would be required to pick up those expenses, as required in the grant, seconded by Ms. Wilson. Motion carried.

It was also agreed that the personnel matter be followed up as soon as possible.

**ADJOURN**

With no further business, the Police Committee meeting was adjourned by Chairman Morrow at 6:42 p.m.

Respectfully submitted,

Terri K. Hudson, CMC  
Recorder/City Clerk

*MILFORD CITY COUNCIL  
MINUTES OF MEETING  
May 23, 2011*

The Milford City Council held Public Hearings on the following matters on Monday, May 23, 2011 in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware

PRESIDING: Honorable Mayor Joseph Ronnie Rogers

IN ATTENDANCE: Councilpersons Steve Johnson, Garrett Grier III, S. Allen Pikus, Dirk Gleysteen, Owen Brooks, Jr., Douglas Morrow, James Starling, Sr. and Katrina Wilson

ALSO: City Manager David Baird, Police Chief Keith Hudson and City Clerk/Recorder Terri Hudson

COUNSEL: City Solicitor Timothy Willard

Mayor Rogers called the Public Hearing to order at 7:00 p.m.

*Davis, Bowen and Friedel, Incorporated on behalf of Fordmill, LLC requesting the Minor Subdivision of one parcel into two parcels in an R-3 District; site located on the northeast side of Milford-Harrington Highway, 400 feet northwest of Holly Hill Road, Milford, Delaware; Tax Parcel MD-16-173.00-01-06.00; Area of Petition 91.526 +/- Acres.*

City Planner Gary Norris presented the land development plan for Fordmill LLC for a subdivision of approximately twenty acres. The subdivided parcel is being purchased by the City of Milford for use as an electrical subdivision. The Planning Commissioner reviewed the application and recommended approval by a vote of 6-0.

Tim Metzner of Davis, Bowen and Friedel reiterated this will be used by the city and that all necessary approvals have been obtained.

There were no questions or comments by city council or the public. Mayor Rogers closed then closed the public hearing.

Mr. Pikus moved for approval of the Minor Subdivision of the Fordmill LLC property, seconded by Ms. Wilson. Motion carried by unanimous roll call vote.

*Refinancing General Obligation Refunding Bonds, Series of 2002  
& Issuance of General Obligation Bonds, Series B of 2011*

L. Gordon Walker, Managing Director of the PFM Group and Financial Advisor, recalled the 2008 Referendum approved by city voters. He anticipated debt (principal and interest) on the sewer project to be \$3.5 million with a 20.5 year term and an approximate yield of 3.971%. On the electric project, \$5.5 million will be borrowed at an anticipated yield of 4.347% for 25.5 years.

Mr. Walker advised council that in 2008, the city received a Standard and Poor's AA- rating. He does not believe that will change and will affirm that rating tomorrow.

The annual payment on the sewer debt is projected to be approximately \$256,000; the annual payment on the electric debt is anticipated to be around \$365,000.

He reported that the refinanced bonds will be sold through a separate sale. To get both issues bank-qualified, the sales will be separated by two weeks to ensure a better interest rate. Current interest rates range from 3.4% to 4.45%. Currently, there is \$3,770,000 left on the 2002 bonds which became callable in 2009. Expected savings are approximately \$166,000.

Mr. Walker emphasized that the numbers provided tonight are preliminary; final numbers will not be available until after

the sale.

Bonds will be sold through a competitive sale which means the parties bid until they are unable. That determines the best bid/lowest cost. The auction will be accessible on the website by every bidder in the United States.

The \$9 million/electric and sewer project bonds (A Bonds) will be sold June 1<sup>st</sup>; the \$3.8 million/refunding bonds (B Bonds) are being sold on June 16<sup>th</sup>. Both will have 5-year callable features. Closing on both issues will be June 30<sup>th</sup>.

Tim Anderson, Bond Counsel, then referred to the two ordinances being considered. Ordinance 2011-14 amends an ordinance adopted in October 2008. The first ordinance approved financing of a water project, sewer project and an electric project. The bonds were termed 'Series of 2008 Bonds' and were to be sold via negotiated sale with a final maturity of 2033. That is being changed to finance a sewer and electric project. The bonds will now be referred to as '2011 A Series Bonds' with a final maturity date of 2037.

Mr. Anderson advised Ordinance 2011-13 addresses the 'Series B 2011 Bonds' which are the refunding bonds. The 2002 bonds they are refunding will be redeemed July 1<sup>st</sup>.

Mayor Rogers asked for comments from the public. No one responded. The mayor then closed the public hearing.

Resolution 2011-4 grants final authorization to move forward with the refunding (B Bonds).

*Adoption of Resolution 2011-4*

*Final Authorization-Refinancing General Obligation Refunding Bonds,  
Series of 2002 & Issue General Obligation Bonds, Series B of 2011*

Mr. Pikus motioned to adopt Resolution 2011-4, seconded by Mr. Brooks

WHEREAS, the City Council of the City of Milford, Delaware ("City Council") has been advised that the City of Milford can achieve present value debt service savings by refinancing a portion of the City's outstanding General Obligation Refunding Bonds, Series of 2002 (the "Refunding Program").

NOW, THEREFORE, BE IT RESOLVED, and it is resolved that the City Council of the City of Milford, Delaware, after a public hearing held this day, does hereby provide final authorization for the borrowing (the provisions of which shall be set forth in an Ordinance) of an amount of money not exceeding \$3,975,000 for the Refunding Program described above, and to pay certain costs associated with the issuance of its General Obligation Bonds, Series B of 2011 (the "2011B Bonds"). The average rate of interest on the 2011B Bonds shall not exceed 5.00%. The 2011B Bonds shall be secured by the full faith and credit of the City, shall be paid or funded by available revenues of the City and shall in all instances comply with the terms and conditions of a certain ordinance enacted this day in connection with the issuance of the 2011B Bonds.

s/Joseph Ronnie Rogers

Motion carried by unanimous roll call vote.

*Adoption of Ordinance 2011-13/Refunding 2008 Bonds/2011 Series B Bonds*

Mr. Pikus moved to adopt Ordinance 2011-13, seconded by Mr. Morrow:

*Authorizing a certain 2011 Refunding Project herein described and the incurrence of indebtedness; authorizing the issuance of General Obligation Bonds, Series B of 2011 (the "2011 Series B Bonds") to provide funds for and toward such 2011 Refunding Project; setting forth terms of the 2011 Series B Bonds; providing for book-entry only bonds; approving the form of and authorizing the execution of a paying agent agreement and providing for the appointment of a paying agent; covenanting to budget, appropriate and pay debt service on the 2011 Series B Bonds and pledging*

*the full faith and credit of the city for payment of the 2011 Series B Bonds; setting forth the substantial form of the 2011 Series B Bonds; providing for the execution and authentication of the 2011 Series B Bonds; creating a debt service fund for the 2011 Series B Bonds; providing for the sale of the 2011 Series B Bonds and authorizing the acceptance of a bond purchase agreement for the purchase of the 2011 Series B Bonds, setting forth the maximum interest rate and underwriter's discount on the 2011 Series Bonds; setting forth certain federal tax covenants; providing for the application of 2011 Series B Bond proceeds; authorizing officers to act; approving the content and form of a preliminary official statement and authorizing the distribution thereof and authorizing the preparation, execution and delivery of an official statement and the undertaking of certain continuing disclosure; setting forth bond insurance provisions; setting forth the date of the 2011 Series B Bonds and other documents; authorizing other necessary action; providing for severability of provisions; repealing all inconsistent ordinances; adopted May 23, 2011.*

Motion carried by unanimous roll call vote.

*Adoption of Ordinance 2011-14/Capital Projects/2011 Series A Bonds*

Mr. Pikus moved to adopt Ordinance 2011-14, seconded by Mr. Brooks.

*Authorizing amendments to Ordinance No. 2008-17 heretofore enacted by the City of Milford, Delaware, in connection with the issuance of General Obligation Bonds to provide funds to finance certain capital improvements as described herein; authorizing other necessary action; confirmation of the above described ordinance; adopted May 23, 2011.*  
Motion carried by unanimous roll call vote.

With no further business, the Public Hearing session was adjourned at 7:19 p.m.

Respectfully submitted,

Terri K. Hudson, CMC  
City Clerk

*MILFORD CITY COUNCIL*  
MINUTES OF MEETING  
*May 23, 2011*

The City Council of the City of Milford met in Workshop Session on Monday, May 23, 2011 in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware.

PRESIDING:                   Honorable Mayor Joseph Ronnie Rogers

IN ATTENDANCE:       Councilpersons Steve Johnson, Garrett Grier III, S. Allen Pikus, Dirk Gleysteen,  
Owen Brooks, Jr., Douglas Morrow, Sr., James Starling, Sr., and Katrina Wilson

                                  City Manager David Baird, Police Chief Keith Hudson and City Clerk/Recorder  
                                  Terri Hudson

                                  City Solicitor David Rutt

The Workshop Session of Milford City Council convened at 7:20 p.m.

*Carlisle Fire Company/Life Safety Rings Program/Follow Up*

John Watson, Chairman of the Mispillion Life Ring Committee updated council on the Life Safety Ring Program. The project is funded with donations, in memory of Dee'jion Fullman, the Milford Middle School student who drowned in the river in the summer of 2010. A demonstration of the floatation device was provided to council.

The fire company's original plan called for eight life rings to be placed along bridges and areas surrounding the river. The outpouring of support and donations has resulted in eleven having been purchased and monies received for twelve additional life rings. The success of the program will allow them to place life rings in other areas of town. Additional monies will allow a scholarship to be established and awarded to Fullman's graduating class.

A brick monument honoring Fullman is also planned in the park area; further details will follow.

Mayor Rogers thanked the fire company for the effort they have put into this project and their continued support of the community.

With no further business, the Workshop Session concluded at 7:31 p.m.

Respectfully submitted,

Terri K. Hudson, CMC  
City Clerk

*MILFORD CITY COUNCIL*  
MINUTES OF MEETING  
*May 23, 2011*

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, May 23, 2011.

PRESIDING:               Honorable Mayor Joseph Ronnie Rogers

IN ATTENDANCE:       Councilpersons Steve Johnson, Garrett Grier III, S. Allen Pikus, Dirk Gleysteen  
Owen Brooks, Jr., Douglas Morrow, Sr. and Katrina Wilson

City Manager David Baird, Police Chief Keith Hudson and City Clerk/Recorder  
Terri Hudson

City Solicitor David Rutt

CALL TO ORDER

Mayor Rogers called the Council Meeting to order at 7:31 p.m.

RECOGNITION

COMMUNICATIONS

Mayor Rogers advised that Finance Committee Meetings are scheduled June 6, June 7 and June 8, 2011 beginning at 6:00 p.m.

NEW BUSINESS

*I&I Repairs/Bid Result*

The city manager reported that Tri-State Grouting LLC was the sole bidder of the project. Their total bid was \$3,341,095.50 and over the estimated budget.

The bid proposal initially included both in-line repairs of sewer lines and open cut work. It has been decided to separate the projects into two contracts and rebid them.

Mr. Baird hopes to have the projects bid by June 10<sup>th</sup> with a deadline/opening date no later than June 30<sup>th</sup>.

*National League of Cities/Annual Dues*

Mr. Brooks motioned to approve payment to National League of Cities for our annual dues in the amount of \$1,117.00, seconded by Mr. Morrow. Motion carried.

Mr. Baird added that Delaware League of Local Government is an affiliate of National League of Cities.

*Resolution 2011-5/Silicato-Wood Commercial Development/Acceptance of Public Improvements*

City Engineer Mark Mallamo informed council this is a commercial subdivision whose street will be maintained by DelDOT. The street, water and sewer systems are 100% complete and have been tested for accuracy. This dedicates those utilities to the city for maintenance purposes. A letter of credit is on file to ensure the maintenance for one year as is standard practice.

Mr. Brooks confirmed that snow removal of the street will be handled by DelDOT and not the city. Mr. Mallamo further clarified that the stormwater system (pond and open swale system) will be maintained by the developer. The city will only

be responsible for any stormwater issues in the catch basins on the street as other state-maintained streets are handled. The city will sell water and sewer service to the businesses in the subdivision and is responsible for the maintenance of the pump station.

Mr. Morrow moved to adopt Resolution 2011-5, seconded by Mr. Starling:

*ACCEPTING PUBLIC IMPROVEMENTS FOR SILICATO-WOOD COMMERCIAL DEVELOPMENT SUBDIVISION*

*WHEREAS, Chapter 200 provides that public utilities shall be accepted into the City of Milford's Public Utility System by resolution of City Council; and*

*WHEREAS, The City Engineer has determined that all required improvements to the Silicato-Wood Commercial Development Subdivision water and sewer utility systems have been completed; and*

*WHEREAS, approval to operate those utilities has been obtained from the applicable State Agencies; and*

*WHEREAS, the Silicato-Wood Commercial Development Subdivision Developer has provided the City of Milford with a Letter of Credit for the Public Improvements and Public Utilities guaranteeing said improvements for one year from the date of acceptance; and*

*WHEREAS, said Developer has provided as-built drawings of the utilities to the City.*

*NOW, THEREFORE BE IT RESOLVED that the City Council of the City of Milford during a regular session of Council, by a favorable majority vote, accepts the Public Utilities of the Silicato-Wood Commercial Development Subdivision being dedicated for Public Use into the City of Milford's Public Utility System and the City of Milford shall assume responsibility for the future maintenance and repair of the public utility system in the Silicato-Wood Commercial Development Subdivision.*

Motion carried.

*Budget for Downtown Milford Project*

Mr. Baird recalled city council approving matching funds in the amount of \$375,000 to the Northeast Front Street/Streetscaping Project. Because of its scope, that project is not moving forward due to funding issues. However, Downtown Milford plans to replace the trees and grates in the downtown area from city hall to Wilmington Trust on Walnut Street and from Washington Street to Church Street on North Front Street.

Downtown Milford has requested a reallocation of the \$125,000 from the Northeast Front Street/Streetscaping Project into the Tree and Grate Project. Should the streetscaping project resume, they will submit another request to replace the \$125,000. It was confirmed by council that no additional funds are being provided.

Mr. Brooks asked how the original \$125,000 will be replaced; Mr. Baird explained another request will be submitted to the city at the time the streetscaping project moves forward. There is no guarantee and will approval will depend on the available sources at that time. He added that approximately \$200,000 is left as some of the funding was used for design purposes.

Mr. Pikus moved to authorize and transfer \$125,000 from the Streetscaping Funds to Downtown Milford, Incorporated to be used for the Tree and Grate Project. Ms. Wilson seconded motion. Motion carried by unanimous roll call vote.

*Southeast Milford Master Plan/City Planner Gary Norris*

City Planner Gary Norris advised that three public workshops were held on the plan at Carlisle Fire Hall in September and October of 2009. Citizen and property owners were encouraged to attend and discuss the future of this area. Because a portion of this area is outside city limits, both city and county residents were included in the mailing with more than 1,000

invitation mailed. The meetings were also advertised through local newspapers and on the city website.

During the past several months, City Planner Gary Norris advised that city staff and a variety of state agencies have been working on the draft plan for the Southeast Neighborhood. That plan is now complete.

Mr. Norris thanked Planning Director Connie Holland and Circuit Rider/Planner David Edgell for their oversight and assistance with the plan. In addition, he acknowledged Scott Blair from the Department of Agriculture, Kevin Cole from DNREC and Bryan Hall from Sussex County for their input.

He then presented a Powerpoint on that plan (see attached) noting it was originally prepared by Carol Bason, Program Manager/CommunityViz of the University of Delaware. The changes made were primarily based on the type of dwelling units currently being constructed in the southeast area in addition to what is permitted in the current zoning ordinance.

Ms. Bason prepared various growth scenarios for this planning area and in particular for the 2020 scenario and the 2030 scenario as well as some comparison analysis and visualizations.

Land use and density parameters for the southeast planning area were reviewed. Existing land use profiles and characteristics show a predominantly rural landscape with over 80% community agricultural with environmentally sensitive lands to the north. The intent is to maintain some of the rural and village character with a proposal of the Transfer of Development Rights to preserve agricultural lands which would increase density in other areas of the southeast planning area.

The south Milford Public Option Preferred Scenario was also discussed as well as its revision.

Mr. Norris noted there are currently 2,000 dwelling units in the southeast planning areas. They estimate there will only be an additional 500 dwelling units constructed by 2020. By 2030, a commercial development is projected across from Hearthstone II along with an expansion of Innovation Park. Proposed dwelling units are anticipated to be 3,000 which is another 500 units adjacent to the employment and town center.

Using the current data, the city planner expects the southeast planning area to grow at a 2% annual rate in housing each year, which calculates from forty to fifty houses. The entire city is only averaging fifty dwelling units per year. Currently there is approximately 4,000 residential lots throughout the city. At that rate, it would take eighty years to reach complete build out.

He said council needs to be cognizant of the following issues:

Transportation improvements will be made on rural roads. When that occurs, the speed limits will increase in addition to increased traffic and possible congestion.

Future annexations in the southeast planning area will need to be zoned R-1 or R-2 zone in order for the Transfer of Development Rights Program to work. Additional units are then purchased from the green area, which will come into the city at designated sites for increased development. The developer will need to buy those rights to protect the farmland in order to increase his density. If land is annexed at R-3 or R-8, the program will not work. In those situations, the developer would have his density but not protect the farmland.

Requirements and recommendations will be made by state agencies.

Public utilities will have to be constructed in the southeast planning area.

Henceforth, the plan will be presented to the planning commission on June 16<sup>th</sup>. Public hearings are scheduled on June 21<sup>st</sup> before the planning commission at which time a recommendation will be made to city council. City Council will hold a final public hearing on July 11<sup>th</sup> after which the plan could be adopted.

David Hitchens of Key Properties Group then made a presentation on Innovation Park, a state of the art medical facility

and research park. The complex, planned for a 200-acre plot along Cedar Neck Road east of Route 1, will bring quality healthcare and medical jobs to Milford. Plans include an elder care and assisted living facility, a medical school, a ten-story specialty hospital and hotel.

Mr. Gleysteen stated that when he received a copy of the high school survey orchestrated by the Economic Development Advisory Panel, the majority of high school students want to come back to Milford and work. However, only 35% feel they will find the job they want in Milford. He feels those type things need to be addressed so we are able to provide opportunities for our children to work here and raise their family.

Mayor Rogers thanked all those persons that worked diligently on the master plan, especially City Planner Norris and State Planning Director Connie Holland and Planner David Edgell.

Director Holland then addressed council. She pointed out that Delaware is the oldest state in the nation and Milford has taken its destiny to heart. She said this has been a three-year process but believes this will be an award winning plan. She added that Milford will be the first city in the state to not just have a master plan, but to have a comprehensive master plan and congratulated the city on the accomplishment.

She concluded by thanking her colleagues that were present and acknowledged DRNEC, stating the transfer development rights concept does work. It will give farmers the prerogative to sell or not sell. She said the plan is phenomenal and gives visibility and housing options. When it is completed and Innovation Park built, she believes Milford will become the center of the universe.

#### UNFINISHED BUSINESS

##### *Confirmation or Rejection/Wawa Land Sale*

Mr. Baird advised there was no bidders at the May 19<sup>th</sup> auction though Wawa was legally bound to submit a bid per their current lease. City Solicitor David Rutt followed up with a Wawa representative who confirmed their bid is for \$1.2 million. He noted the bid is subject to the Right of First Refusal. Council will need to accept or reject the \$1.2 million bid from Wawa.

Mr. Pikus moved to accept the \$1.2 million bid from Wawa adding that those proceeds can only be spent to purchase lands for economic development, seconded by Ms. Wilson.

When asked how this is allocated in the budget and whether it is a \$1.2 million sale or \$100,000 income, Mr. Pikus explained the \$1.2 million sale will be used to purchase additional lands to be used for an industrial/business park for economic development. The proposed budget does not include the \$100,000 annual revenue.

Mr. Baird then verified there are no expenses related to the lease will need to be paid from the sale proceeds.

Mr. Gleysteen asked if there is a potential for the land value to increase in the future should we not sell at this time. It was noted the \$1.2 million was a pre-determined value based on appraisals when the lease was created. The city manager agreed the value could increase though the terms of the lease allow a fixed amount without an escalator which could impact the property sale and keep the value down.

It was confirmed that Wawa currently pays property taxes on the property even though it is owned by the city.

Motion carried by a roll call vote of 7-0 with Councilman Grier abstaining.

Mr. Gleysteen votes yes because the lease was not written to the city's advantage and in his opinion, loses value as time goes on.

Mr. Morrow votes yes noting this will provide some funds that can be injected into business development.

Economic Development Director Richard Carmean then addressed council. He recalled that at the time the contract was negotiated, the purpose was to give Wawa some guarantees in investing in Milford. As was stated at the time, the intent was to provide a five-year contract because the city did not want to be in the real estate business. He agrees that escalator clauses should have been added had the city intended to keep the property beyond the five-year period. However, part of the deal at that time was to require Wawa pay property taxes. Over this time span, the city has received \$1 million from the lease. The \$1.2 million was a bonafide appraisal of the property at the time.

#### EXECUTIVE SESSION

Mr. Pikus moved to go into executive session, pursuant to 29 Del. C. §10004(b)(9) personnel matters, seconded by Mr. Morrow. Motion carried.

Mayor Rogers temporarily recessed the Council Meeting at 8:30 p.m. to go into a closed session.

#### *Return to Open Session*

Council returned to open session at 8:43 p.m.

#### *Executive Session Matter*

Mr. Morrow moved to approve and allow Milford Police Department to apply for the COPS Grant for an additional police officer, seconded by Mr. Starling. Motion carried by unanimous roll call vote.

#### ADJOURN

Mayor Rogers adjourned the Council Meeting at 8:46 p.m.

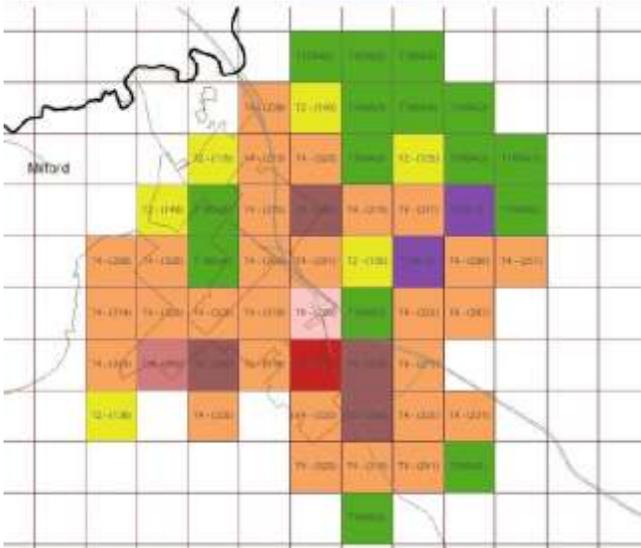
Respectfully submitted,

Terri K. Hudson, CMC  
City Clerk/Recorder

Attachment: Southeast Milford Master Plan (Draft)

# Milford South East Neighborhood Master Plan

Public Review DRAFT – May 6, 2011



Adopted and Certified as an Amendment to the  
City of Milford Comprehensive Plan  
**DATE**, 2011

Prepared by:

The City of Milford, Delaware

In conjunction with:

The State of Delaware

With assistance from the:

University of Delaware  
Sustainable Coastal Communities Program

# Acknowledgements

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# Chapter 1

## Overview of the Master Plan

### **Milford's Comprehensive Plans**

The City of Milford has a long history of comprehensive planning. In the early 1990s the City developed a comprehensive plan that included land use, growth, and annexation recommendations for an area that surrounded the existing City. Despite a rather large growth area, annexations were slow during this time. In 2003, Milford updated that plan with a new comprehensive plan designed to comply with the State's new planning statutes. That plan was eventually reviewed and certified by the State of Delaware in accordance with the new requirements in the Delaware Code.

During the mid-2000s, the national economy experienced what was then thought of as a "housing boom." Milford was not immune to this economic force, and experienced a rapid increase in annexation and subdivision requests during this time period. The development community aggressively sought to take advantage of new market opportunities, eventually subdividing over 8,000 lots in the City alone. Several of the annexations requested required amendments to Milford's plan. Milford amended their plan in 2004, 2005 and 2006 to address new annexation opportunities, among other changes to their plan document.

### **Annexation in the South East Neighborhood**

Prior to 2005, the land to the East of State Route 1 (SR 1) South East of Milford was farmland interspersed with a few large lot subdivisions and various rural homes on large lots. In 2005, a land developer proposed a major subdivision consisting of approximately 780 single family homes in this area. The developer's intention was to develop this subdivision under existing Sussex County regulations. This property was not adjacent to the City of Milford, but was very close to property that was already in the City limits. The City became concerned that if this subdivision was constructed, they would be the de-facto provider of services (fire, police, library, parks and possibly even sewer and water eventually) without the benefit of a tax base to support those services.

Milford engaged in discussions with the developer, other adjacent property owners, and the Office of State Planning Coordination to explore the annexation of this area. The City was neutral regarding whether or not this area should be developed. However, if the area was to be developed the City's position was that they would rather have it in the municipal jurisdiction in order to provide necessary public services and infrastructure in a cost effective manner. The

State and its agencies were concerned about “urban sprawl” in this area compromising active, productive farmland, some of which had been permanently protected using State tax dollars. There are also many environmentally sensitive resources in this area associated with Cedar Creek and its tributaries. And finally, the location East of SR1 was difficult and dangerous to access due to an at-grade cross over and heavy traffic, especially during the summer months.

After much discussion, a consensus was reached. The State supported a comprehensive plan amendment that would allow for annexation and development of this area. The caveat was that the development must occur in accordance with a Master Plan to be developed collaboratively by the City and the State. This Master Plan would address detailed strategies to protect farmland and open space, provide needed transportation and utility infrastructure, and prevent further development activities to the East of this area. This document is the Master Plan that was envisioned during these discussions.

Milford’s comprehensive plan was amended in 2006 to include this area as an annexation area, subject to the Master Plan. Annexations of some of these parcels began shortly thereafter.

### **The Memorandum of Agreement**

The process of developing this Master Plan began in earnest with the signing of a Memorandum of Agreement (MOA) by the City and the State in March, 2008. The MOA set out the general parameters that formed the consensus of all parties to work together on development in this area. These parameters included a commitment to work collaboratively; to include other stakeholders; to address utility and road infrastructure in a comprehensive manner; to protect the agricultural economy through farmland preservation and limits on further utility expansions; protect natural resources; and to ensure an appropriate mix of land uses in the developed area.

The original signatories of the MOA included the City, the Office of State Planning Coordination, the Delaware Department of Transportation and the Delaware Department of Agriculture. As the development of this document has progressed, the Delaware Department of Natural Resources, the Delaware State Housing Authority, and the State Historic Preservation Office have all contributed materials and have become partners in this endeavor.

The project area covered by the MOA was originally limited to areas East of SR1. In 2008 the City engaged in a complete re-write of their comprehensive plan which culminated in an entirely new plan document that was adopted in early 2009. The new plan separated the city into several “neighborhoods” for planning purposes. The area covered by the MOA was located

in the South East Neighborhood, which also included lands west of SR1 including a number of existing and developing subdivisions. By mutual consent, all parties agreed that it made sense to adopt the entire South East Neighborhood as the project boundary for this Master Plan. The City's new 2009 comprehensive plan included other planning concepts that have been integrated into the Master Plan, including an urban growth boundary and a greenbelt with open space and farmland within and adjacent to the Eastern edge of the project area.

### **What is a Master Plan?**

#### Definition of a Master Plan

A Land Use Plan focused on one or more sites within an area that identifies access and general improvements, and is intended to guide growth and development over a number of years or in phases.

From the Planners Dictionary, American Planning Association

While the City's comprehensive plan forms the foundation for the Master Plan, the Master Plan differs from a local government's comprehensive plan in a number of ways:

- A more detailed plan for land use, including build-out calculations
- Detailed planning for the provision of infrastructure and services, including timing , phasing, and funding
- Partnerships and collaborative planning between and among different levels of government
- A more predictable plan that addresses items necessary for implementation
- Commitments, agreements and timeframes for implementation coordinated among the various partners in the planning process.

### **The Master Plan Process**

The development of the Master Plan proceeded from 2008 until today. The City and the Office of State Planning Coordination have been the co-chairs of this planning effort. The process was kicked off with a series of three public meetings to consider ideas and public opinions about the future of this area. The University of Delaware's Sustainable Coastal Communities program provided support for these workshops, and has continued to work with the City to assist with land use modeling and phasing of development.

After gathering public input, Milford’s City Planner developed a consensus land use plan that reflected a composite of the public’s input. That land use plan has continued to be revised based on input from the other stakeholder agencies, and the City’s plans for utilities in the area. All of the stakeholder agencies have worked with the co-chairs to develop chapters for this Master Plan. The stakeholders have included the City itself, DDA, DNREC, and DelDOT. In addition, the Delaware State Housing Authority (DSHA) and the State Historic Preservation Office (SHPO) have provided valuable input.

This draft represents the first public release of the full document. It is the first time that all of the chapters have been placed in a single document for review. The City and the State Agency partners welcome public input. The process will continue with a series of public hearings and workshops for citizens, landowners, developers and other stakeholders. After all public input is collected and addressed; this Master Plan will be adopted as an amendment to Milford’s comprehensive plan and will guide future development and preservation activities in Milford’s South East Neighborhood.

**The Result: Predictable, Shovel-Ready Development along with Proactive Preservation**

This process has resulted in the achievement of two complimentary goals for this Master Plan Area.

*Ready for Economic Development*

The detail of this Master Plan has addressed many of the infrastructure issues that would have been managed in an ad-hoc manner through conventional development practices. As such, in the areas that are identified for future development developers will know in advance how utilities will be provided and what their other contributions and requirements would be. Notably, the City and State have designed the following “package” of infrastructure improvements for the area:

- DelDOT will be constructing a new grade separated intersection at Routes 1 and 30. Construction is currently scheduled for 2012 and 2013, with completion due in late 2013. This improvement will allow safe, efficient movement of traffic between the East and West sides of the Master Plan Area, and enable to development of the area East of SR 1. See Chapter 8 for more details.
- The City will be constructing a new water system in the Master Plan Area that will include a water tower and distribution lines. Depending on the acquisition of easements and other siting factors, this infrastructure may extend East of SR 1. Funding is in place to construct this system in the immediate term future. See Chapter 9 for more details.

- The City has commissioned their engineering consultant to design the sewer transmission system for the Master Plan Area. The basics of the design are described further in Chapter 9. The City's commitment extends to actually completing the engineering necessary to have the system installed, and permitting the system so that it is ready to be constructed as soon as there is a user ready to build a new project and tie in to it. The City will work with interested developers to identify financing options that will enable development to occur in accordance with the Master Plan.

The impact of these infrastructure commitments is that virtually any parcel within the Master Plan Area will be ready for development and occupancy. Areas to the West of SR 1 could be constructed at any time, pending completion of the water system. Areas to the East of SR 1 could be ready for occupancy in late 2013, which is when the road access is projected to be completed by DelDOT.

#### *Poised for Preservation*

The Master Plan is not only about preparing land for development. Much of the detailed work that has gone into preparing this Master Plan has been done to assure that any new development is completed in a way that does not negatively impact the natural environment or the viability of the agricultural lands located in the Master Plan Area.

- The Delaware Department of Agriculture has developed an innovative Transfer of Development Rights (TDR) program that provides land owners incentives and options to preserve the lands that are identified as Open Space Agriculture in this plan. This program is but one of many options land owners have to remain in farming and protect their land. The Land Use Plan clearly identifies where land is to be protected and where development is to be promoted so that issues of fragmentation and encroachment are minimized. See Chapter 4 for more details.
- The Delaware Department of Natural Resources and Environmental Control has identified significant natural resources in the Master Plan Area, and promoted design guidelines to protect these areas. Most of the critical resources are located along the tributaries of Cedar Creek, and include wooded areas, rare species, excellent wildlife habitat, wetlands, and sensitive watercourses. The Master Plan directs dense development away from these areas. When parcels that contain sensitive resources are subject to future development, DNREC has offered design guidelines which will enable development that does not degrade or encroach on these important natural features. See Chapter 5 for more details.

## Chapter 2

### Public Workshop Sessions

To kick off the Master Plan process, the City held three public workshops at the Carlyle Fire Hall in September and October of 2009. The goal was to engage citizens and property owners in the Master Plan area in a discussion about the future of the neighborhood. Over 1000 invitations were mailed to those who lived or owned property in this area. Only a portion of this land is currently in the City limits, so both City and County residents were included in this mailing. The meetings were also widely advertised through newspapers and on the City's website.

The University of Delaware's Sustainable Coastal Communities Program was engaged to help structure and run the workshops to maximize public participation and ensure that productive input was received. UD devised the three workshops as a series: the expectation was for residents to attend all three in sequence as each built upon the last. More than 70 individuals attended the first workshop, and over 30 people remained with the process for all three.

The UD project team used CommunityViz geographic information system software to develop the "University of Delaware SCC Land Use Model." This model was developed for use throughout Sussex County, and was immediately useful for this process because the entire South East Neighborhood is in Sussex. The model uses 100-acre tiles in a grid across Sussex County to illustrate potential development patterns. A palette of colors ("crayons") represents 13 typical land use types (4 rural, 6 suburban/urban mixed, and 3 non-residential), each with its associated residential and non-residential densities, population, employment, tax, water and wastewater usage, and traffic generation characteristics. To help people visualize the land uses, the team used computer graphics programs including CommunityViz Scenario 3D and Google Earth to create three-dimensional models for each of the 13 land use types.

At Meeting One, citizens reviewed current plans for the neighborhood, learned about constraints to development, and identified their values. They viewed and deliberated about three potential long-range growth scenarios based on 3D representations of land use types and their associated demographics.

At Meeting Two, citizens used a table exercise to plan the Southeast Neighborhood, using colored tile "crayons" placed on an aerial map. The attendees produced seven somewhat different plans that were merged into three scenarios: "Current Trends," "New Community," and "Suburban." Build-outs of each scenario were analyzed in numeric terms, mapped, and

visualized in 3D, and had their associated demographic impacts estimated.

At Meeting Three, citizens viewed the results of the analyses and discussed the benefits, challenges and cost implications of each. They used keypads to vote on preferred scenarios. A resulting Composite Scenario was developed by Milford's City Planner and has become the basis for this Master Plan for the neighborhood.

The project modeled an expanded public process combining scenario development and deliberation, analysis, and decision-making. According to UD project leaders, citizens were astounded to be able to significantly influence the resulting plan. The County Plan had envisioned approximately 18,000 dwelling units for the area and the City Plan showed approximately 15,000 dwelling units. The agreed-upon Composite Scenario (labeled Preferred – Alt) results in only 8,500 dwelling units, incorporates open space, consolidates commercial areas, and retains areas of farmland. Map 2.1 shows the Preferred-Alt Scenario developed at the workshops.

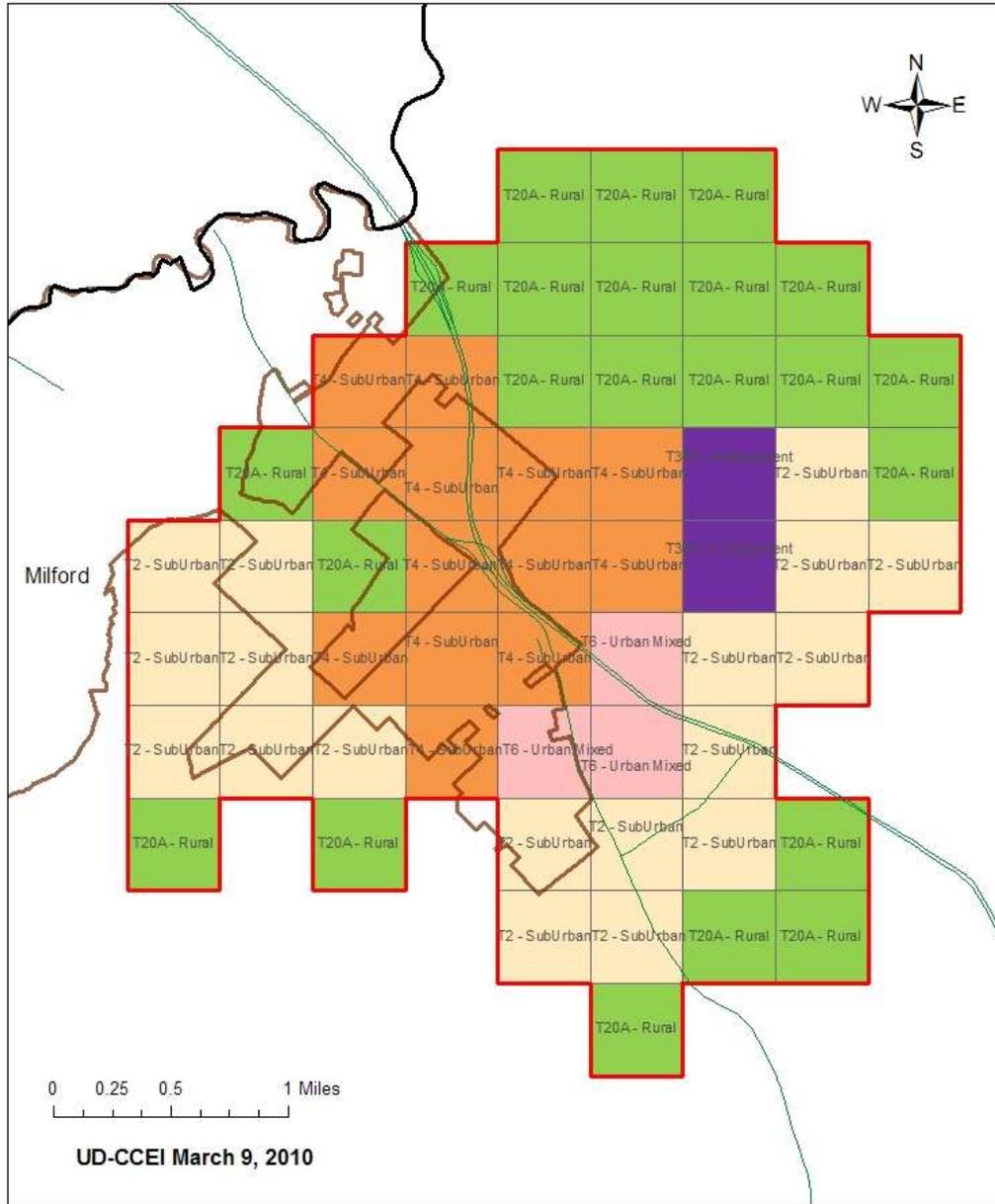
UD has continued to assist the partners as they have developed detailed plan elements. CommunityViz software has been very helpful to estimate build-out potential for the area and phasing for infrastructure improvements. The final version of the land use plan (known as Preferred – Revised) contains the potential for approximately 11,700 dwelling units and corresponding increases in commercial space and jobs. The increases over the Preferred-Alt scenario are due to a more accurate accounting of existing units and approved and recorded subdivisions, as well as a reflection that the base density in the City is approximately 3 du / acre corresponding to the least dense zoning district available. The Preferred- Revised Scenario is more fully described in the Land Use Plan, Chapter 3.

Portions of this chapter have been adapted from a Community-Viz case study titled "Community Planning with Digital Crayons and Real-Time 3D" written by Carol Bason and Bill McGowan of the University of Delaware Sustainable Coastal Communities Program. This document has been used with permission. The software vendor, Placeways LLC, has this case study on their website. To view the full case study, please visit:

<http://placeways.com/communityviz/gallery/casestudies.php>

Map 2.1. The Preferred – Alt Scenario

### SE Neighborhood - Milford "Preferred" Scenario Map by Land Use



## Chapter 3

### Land Use Plan

The standard way of thinking about Land Use for the Southeast Planning area was that it would continue as it had in the past, in a rather haphazard way, commonly referred to as “urban sprawl.” As a result of public input at the workshop series and through many meetings and with input from State agencies including the Office of State Planning Coordination, DelDOT, DNREC, the Department of Agriculture, the University of Delaware and the City of Milford a new planning concept has emerged. This new “planning model” as proposed protects and preserves valuable farm land from development through a program called Transfer of Development Rights, conserving approximately over five hundred (500) acres of agricultural lands for future generations. This plan shields the environment through recommendations from DNREC concerning encroachment of the flood plain, storm water management in designated water recharge areas and the protection of aquifer areas. With the cooperation of DelDOT, a Transportation Element has been developed for the Southeast Neighborhood Planning Area that identified and analyzed the transportation improvements that will be required to accommodate the expected changes in land use and increases in traffic volumes for this area. The City of Milford’s part in this program was the preparation of a master plan for the construction of water and sewer utilities to serve this neighborhood in a cost efficient manner ensuring that development would be served adequately and that this new development would pay its fair share through a variety of options. The second contribution from the City was the preparation of a Land Use Plan for this area, which would reflect the actual development presently occurring in this neighborhood and guide future development in accordance with this Master Plan.

#### **Public Input: The “Preferred – Alt” Plan**

The public input received at the three public meetings described in Chapter 2 formed the basis for this Land Use Plan. The final result of these three meetings was the development, by the public, of three (3) Future Land Use Map Scenarios. The first was labeled “Current Trends” because it reflected a business as usual approach to development. The second was called “New Community” because it consolidated growth, particularly non-residential uses, around the interchange that was to be built at Routes 30 and 1. The third was labeled “Suburban.” This scenario drastically reduced density and removed most commercial or employment uses. At the last civic meeting the participants voted on the three Scenarios. After the vote was tallied there was no clear cut preference for the most representative Future Land Use Map. Milford’s

City Planner took the three scenarios and consolidated them into the “best choice” Future Land Use Map. This version of the map was titled Preferred – Alt (see Map 2.1).

All of the partners agreed that this map reflected the goals of the public during the public workshops, while also reflecting existing conditions, approved subdivisions, and known infrastructure improvements occurring in the neighborhood. Density and commercial development were reduced from the current comprehensive plan, development was concentrated around the interchange, and open space and agricultural lands were protected around the periphery of the planning area.

### **Refining the Public’s Vision: The “Preferred – Revised” Plan**

The City and the partner agencies worked over the next year and a half to refine the Preferred – Alt Land Use Plan into the plan that has become the Future Land Use Plan for this Master Plan. The important components of the revision process are described below.

#### *Moving from 100 Acre Grids to Parcels*

The land use model developed by the University of Delaware using CommunityViz software was designed using 100 acre grids as a unit of measure. This makes it easy for planners and members of the public to visualize different land use and neighborhood types. It is easy to move the grids around to create different land use scenarios, even in public meeting settings such as those held at the fire hall. The relative simplicity of this model allows the software to “recalculate” the impact of new land use scenarios quickly, even when using a standard laptop computer.

While this model is perfect for working with the public to visualize different land use scenarios, it is not accurate enough to plan for new infrastructure such as sewer, water, and roads. The Delaware Department of Transportation, a partner in this project, offered their staff expertise to provide detailed mapping of the Master Plan Area using their Geographic Information System (GIS) software. Very early on in the process the project team worked with DeIDOT GIS and planning staff to develop a version the preferred scenario at the parcel level. This map has continued to be refined and is now known as the Land Use Map, Map 1.

#### *Accurately Reflecting Existing Units and Approved Subdivisions*

The Master Plan Area currently contains many existing houses, subdivisions and approved subdivisions. Moving to a parcel based map allowed the project team to accurately count those units. Although the area is quite large and has a lot of land left to develop, the team quickly realized that many of the parcels already had approved and recorded subdivisions located on

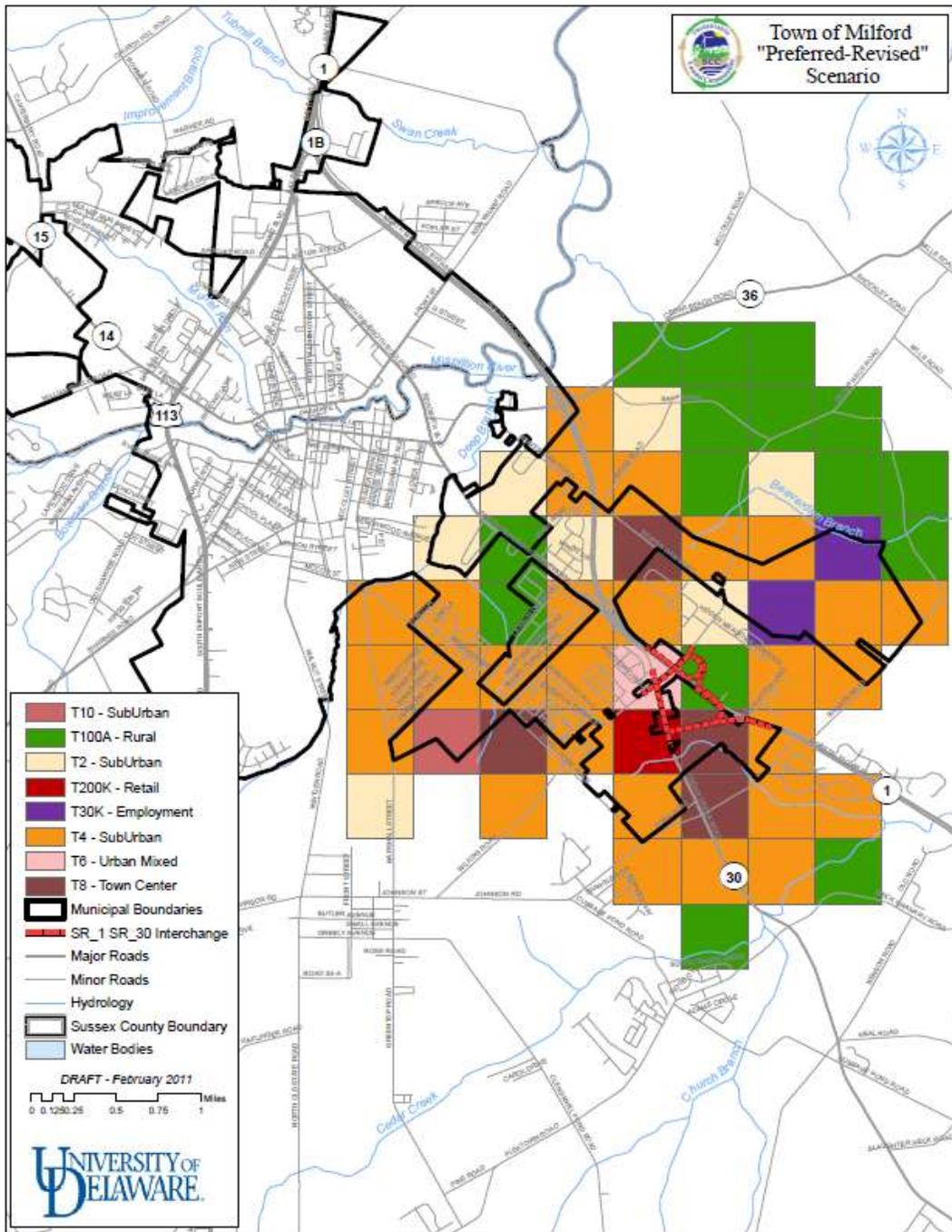
them. Some of those subdivisions had already started to be constructed, although construction had slowed by this time due to economic conditions. The decision was made to assume that these subdivisions would eventually be built as they are currently designed. This left a smaller sub-set of parcels that would be the focus of new residential, commercial and employment land uses. This information is reflected on the Future Land Use Map (Map 1), and eventually was fed back in to the CommunityViz land use model to become the Preferred – Revised Scenario (Map 3.1).

#### *Coordinate Land Use Plan with Agricultural Preservation*

As a partner in this project, the Delaware Department of Agriculture (DDA) worked to develop a strategy to preserve the agricultural lands along the eastern portion of the Master Plan Area. A number of large farms have already been preserved in this area, and they developed a program to encourage land owners of near-by farms to preserve their land as well. This program is called Transfer of Development Rights (TDRs), and is fully described in Chapter 4.

DDA evaluated the lands within the Master Plan Area in detail and determined which farms had the characteristics and suitability to remain productive. These were identified for future preservation, and have been shown as Open Space Agriculture on Map 1. Should the land owners choose to preserve their land using the TDR program, they would be compensated for their “development rights” and those rights would be transferred to another area. Those areas would be called “receiving areas” where higher densities would be permitted only by redeeming rights purchased from landowners willing to sell them and protect their land. The land use plan identified three receiving areas where up to eight units per acre would be permitted. These areas are shown as hatch marks on Map 1.

Map 3.1. The Preferred – Revised Scenario



### *The Land Use and Transportation Connection*

As DelDOT was developing their transportation plan for the Master Plan Area (see Chapter 8), they identified the concept of transit loops that would link residential, employment, and commercial uses in the developing area with the existing downtown. Transit service is not viable at the low densities that are present in the area today. In order for transit to be efficient and cost effective, there must be “nodes” or locations of activity where people or jobs are clustered together so that they might take advantage of bus service or other transit.

The Master Plan initially provided two important nodes of activity. The first is a commercial center or district that is planned West of SR 1 in the vicinity of the planned grade separated intersection at Routes 1 and 30. The other is the proposed employment center located to the East of the same interchange. Both areas will provide a concentration of jobs and services that make them ideal locations for future bus stops. The TDR receiving areas conceived by DDA would also be ideal locations because they would allow for higher density residential uses, up to 8 du / acre. The project team carefully planned the location of the TDR receiving areas so that they would be along the bus routes, providing bus stop locations to ensure the future viability of transit service for the Master Plan Area.

### *Base Density in Milford*

The Preferred – Alt land use scenario developed as a composite of the public input received at the workshops identified a large portion of the land area to be for single family housing at a density of 2 units per acre. This is consistent with the density permitted by-right under Sussex County’s regulations with access to sewer and water. The City’s position is that any lands that will receive sewer and water must annex into the City limits. Milford’s zoning ordinance allows for a minimum base density of approximately 3 du/acre through their R-1 Zoning District. The City finds that sewer and water utilities are not cost effective with densities of less than this amount. This information was loaded back into the Community Viz model as a part of the Preferred – Revised scenario.

### **Milford South East Neighborhood Master Plan - Land Use Plan**

The final map that will guide future land use in the Master Plan Area is the Land Use Plan, included as Map 1. The land uses identified on this are described as follows:

Residential – Low Density. The majority of the residential land uses in the Master Plan Area are low density, which includes many existing homes and subdivisions, some of which are unbuilt. It

is assumed that undeveloped lands would be built as mostly single family homes at a density of about 3 units per acre if annexed into Milford.

Residential – High Density. This land use category is reserved for two approved subdivisions that are planned for up to 12 units per acre. One of these subdivisions, Hearthstone I, has been under construction for many years. The other is currently unbuilt.

Open Space Agriculture. The Eastern portion of the Master Plan Area is identified for open space and agriculture. This will protect the viability of the agricultural industry in this area, protect the environment, and create a “greenbelt” to prevent future development from encroaching future to the East towards Slaughter Beach and the sensitive coastal environment near the Delaware Bay. This land use category is also used for the golf course at Shawnee Country Club, as the assumption was made that this land would stay as open space of some type.

Innovation Park (Employment). This land use category is named for the current proposal for the lands East of SR 1 that are intended for future institutional use. The current concept is for a medical campus that would provide many jobs and medical services for the region. Regardless of the ultimate user, it is intended that this land use be associated with a large employer to bring jobs and economic development to the Master Plan Area.

Commercial. This land use category is used to identify a future commercial use or district in the vicinity of the proposed interchange at SR 1 and Rt. 30. It is expected and encouraged that this commercial district may include some mixed uses, such as residential condos or apartments over stores, to provide a vibrant community center that will serve the entire Master Plan Area with needed services and recreation.

TDR Receiving Areas. In these areas the City will allow residential development of up to 3 du / acre “by-right.” In addition to this, developers will be given the opportunity to purchase TDR credits through the program described in Chapter 4 and build at a density of up to 8 du / acre. The areas are hatch marked to indicate that the boundaries are subject to change based on design review at the time of development. The only criterion is that all of the higher density units must be within ¼ mile of a current or future transit stop. Mixed uses, such as small scale commercial to serve the residents, may be considered at the time of development.

DeIDOT Owned Property. Lands in this category are owned by DeIDOT to allow for the construction of the grade separated intersection at Routes 1 and 30.

### **By the Numbers: Build-Out Timing and Phasing**

The land use details included in Map 1 were loaded back into the CommunityViz software in order to generate build-out calculations for the area. This allowed the project team to compare the Land Use Plan with the Preferred – Alt scenario developed as a composite from the workshops. It also allowed comparisons to the current Milford Comp Plan. See Table 3.1 for a summary of the differences, and Appendix 1 for a more detailed review of the model output.

#### *Build-Out: How Much Could be Built Some Day?*

Planners use the term “build-out” to describe how much development could be achieved in a given plan or planning area. This is a very effective and necessary exercise for this Master Plan, as it has allowed the project team to properly design and size infrastructure improvements such as roads, water and sewer.

The current Milford Comprehensive Plan would allow for up to 15,000 new dwelling units and approximately 39,700 new residents. The Preferred – Alt scenario yielded approximately 7,600 new homes and 19,500 residents. The Land Use Plan, reflected by the Preferred – Revised scenario on Table 3.1, has room for about 11,800 homes and 30,700 residents. This is less than the current comp plan but more than the Preferred – Alt scenario. The increases are due to Milford’s base density for low density development, and the higher accuracy in accounting for existing homes as well as approved subdivisions.

In terms of jobs and non-residential space, the relationship is similar. The current comprehensive plan would allow for a massive amount of commercial space, almost 8 million square feet and 10,200 jobs. In the workshops, the public drastically reduced this amount of commercial to just less than 1 million square feet and about 2,500 jobs. Perhaps more importantly, the commercial activities and employment land uses were clustered around the new grade separated intersection to allow for safe road access. Other positive effects of this choice were that these areas can be served by transit and have the potential to serve as a commercial district for the new community. The project team revised the amount of building square footage up to about 3 million and 4,800 jobs to account for developer’s plans for these areas, but did not increase the overall amount of land devoted to commercial and employment uses. In fact, the team realized that some of the commercial lands identified in the current comprehensive plan were not able to be safely accessed from the roadways, and were thus changed to low density residential future land use.

### *Timing and Phasing: How Long Will This Take?*

While the “build-out” exercise is important for planners and engineers, the question that most people want to know the answer to is, “when will all of this development get built?” The answer to this question is very important to planners as well because it is necessary to develop timing and phasing plans to ensure that infrastructure is in place when it is needed by new residents and businesses. It is not a cost effective use of tax dollars to build infrastructure before it is needed, either. So timing is critical.

The project team developed some realistic assumptions about the pace and timing of development based on regional and Statewide data about population growth, and data specific to Milford in the form of building and development permits. Many people can remember the frantic pace of building and land development activity just a few short years ago in the mid-2000s. We all know now that this was what economists call a “bubble,” and was an unusual and short term phenomenon that does not reflect what might happen in the future over a longer period of time. Actual growth and development rates will be much more modest and sustainable based on economic realities, not market “bubbles.”

The team selected a growth rate of approximately 2% per year for Milford, including the Master Plan Area. This averages out to about 40 new houses and 80 new residents per year, which is similar to the historic average experienced in Milford. Using the CommunityViz software, two future scenarios were developed to reflect what is expected in future years. In 2020 it is expected that an additional 491 houses and 1,251 residents would be in the Master Plan Area. This scenario also assumes that a small amount of new commercial is constructed, only 160,000 square feet employing 462 people. The second scenario assumes the same rate for residential growth, with an additional 525 houses and 1,330 people. However, by 2030 the team assumed that some of the larger commercial and employment uses would be constructed and operational (perhaps a new shopping center, or even a medical campus at the Innovation Park site). As such, more than 1 million non-residential square feet of building space and over 1,100 new employees would be expected by 2030.

**Table 3.1. Summary of Alternative Plan Scenarios from Community Viz**

|                       | Existing Land Use | Preferred Alt (at buildout) | Preferred Revised (at buildout) | Growth 2020 | Growth 2030 | Milford Comp Plan as adopted (at buildout) |
|-----------------------|-------------------|-----------------------------|---------------------------------|-------------|-------------|--------------------------------------------|
| Dwelling Units        | 1,943             | 7,626                       | 11,769                          | 2,434       | 2,959       | 15,083                                     |
| Number of Residents   | 4,709             | 19,459                      | 30,739                          | 5,960       | 7,290       | 39,659                                     |
| Commercial Floor Area | 0                 | 995,000                     | 2,985,000                       | 160,000     | 1,185,000   | 7,970,000                                  |
| Employees             | 262               | 2,519                       | 4,875                           | 724         | 1,854       | 10,275                                     |
| Date Created          | Oct. 2009         | Oct. 2009                   | Dec. 2010                       | Apr. 2011   | Apr 2011    | Jan. 2009                                  |

Sources: University of Delaware Sustainable Coastal Communities Program. Growth 2020 and 2030 Scenarios developed by City of Milford, Office of State Planning Coordination, and UD based on Delaware Population Consortium growth rates and City of Milford building permit information.



# Milford South East Neighborhood Master Plan

## Map #1 Land Use

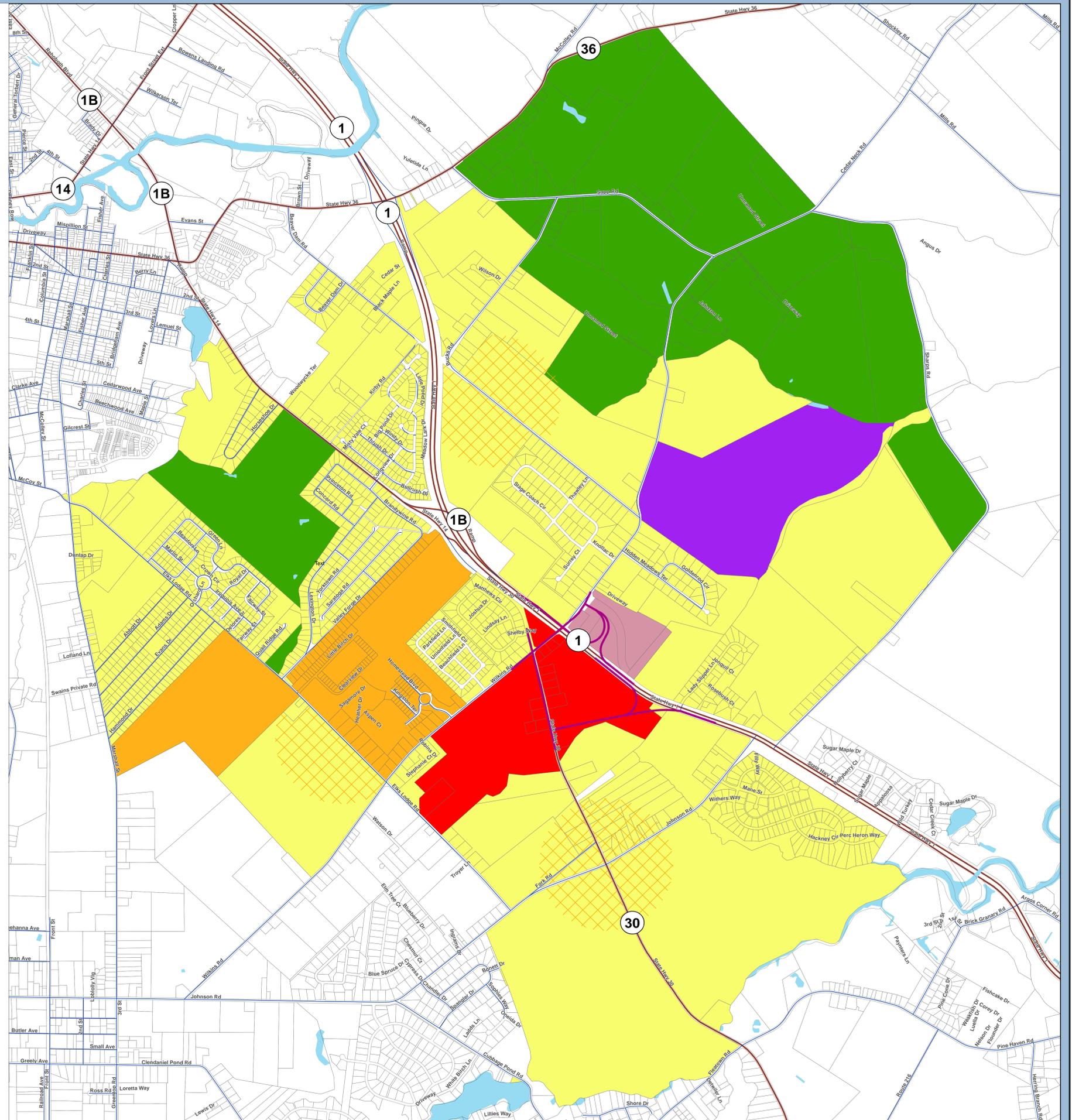
### Legend

-  Residential - Low Density
-  Residential - High Density
-  Open Space Agricultural
-  Innovation Park
-  Commercial
-  TDR Receiving Areas
-  DeIDOT Owned Property

Map created by DeIDOT Division of Planning



0 0.25 0.5 1 Miles



## Chapter 4

### Agricultural Preservation

The Delaware Department of Agriculture (DDA) supports and endorses the City of Milford South East Neighborhood Master Plan. The Department is especially encouraged to see the large area of farmland to southeast designated as continued agricultural use. The state has already made a significant investment of taxpayer's money to permanently preserve a number of farms in this area through the Delaware Agricultural Lands Preservation Foundation (DALPF). In addition, the Department has performed a Land Evaluation/Site Assessment (LESA) analysis of the parcels designated as Open Space-Agricultural in the plan. The LESA model was developed by the United State Department of Agriculture (USDA) to evaluate a parcel of land's suitability to remain in agriculture for the foreseeable future. The analysis showed all of the parcels are well-suited, and best used, for agricultural in the future. The DDA will continue to work with land owners in this area to preserve their farms permanently, and build on the investment the state has already made.

Simply preserving farmland is not enough to encourage and support farming in the state. State government and municipalities must make the occupation of farming a viable and rewarding living for the farmer and their family. The Department offers some suggestions below that are mutually beneficial to both the city and the surrounding farms. In addition, the Department has outlined a plan for a transfer of development rights (TDR) program whereby the city and DALPF can partner to permanently preserve the farmland identified in the master plan.

In addition to providing a living to farmers, farmland provides a number of intangible benefits to the cities and people who live around them. In the case of Milford, preserving the farmland to the southeast will create a predictable city limit, with no threat that the land can be developed into residential developments through Sussex County. This would ensure that city's services and infrastructure will not be stressed and overextended without additional tax base to support it.

The farmland will also provide a visual amenity of open green space to city residents along the southeast boundary of the city. There are also environmental benefits such as cleansing precipitation before it recharges the underlying aquifers that feed the city's well fields. The surrounding farm businesses will also be a source of income for the city's businesses, when farm families shop in city. Nearby farms also present the possibility of providing fresh local fruits and vegetables to city residents via roadside produce stands or "u-picks".

## **Milford Southeast Neighborhood Master Plan Transfer of Development Rights Program**

The Delaware Agricultural Lands Preservation Foundation (DALPF) will partner with the City to develop a Transfer of Development Rights (TDR) program. The Department suggests a program whereby the city selects which farms they want to permanently preserve, and which properties within the city would be allowed to use the TDR credits to build additional dwelling units.

Although the city would have discretion in choosing which farms to preserve, the Department recommends the farms be enrolled in the DALPF program first in order to be eligible. The DALPF is a voluntary program whereby the landowner initially agrees not to develop their land for 10 years. During that 10 year period, the landowner is eligible to sell their developments rights to the state and receive money in exchange for permanently preserving the property in agriculture. In this area, the landowner will also have the option to sell Transfer of Development Rights through the program that will be described in this chapter. Land owners will have at least two options for preservation to choose from.

The DALPF is a well-established program for preserving farmland. It has been operation for nearly 20 years, and has permanently preserved over 100,000 acres in Delaware. This 100,000 acres represents nearly 20% of the state's available farmland, and approximately 8% of the state's total land area.

By partnering with the DALPF, the City will avoid the initial financial expenditures required to preserve a parcel of land. These expenditures include paying to survey the property, paying the legal costs of a real estate settlement, and other associated administrative costs. The DALPF would bear those costs. In addition, the city would avoid the future obligation of monitoring the preserved farms to make sure they remain in compliance with the preservation agreement (easement). The DALPF would assume that responsibility, and would add any properties preserved by Milford to the hundreds of permanently preserved farms it already monitors. In addition, should any future litigation be required to uphold the preservation easement, the City would not have to incur any legal costs.

### *How a Transfer of Development Rights (TDR) Program Works:*

In order for a TDR program to work, a viable market has to be created through a number of steps, including ordinances.

The first step in the process is for the City of Milford to identify “sending areas” and “receiving areas.” TDR sending areas are defined as the areas, and properties, where TDR credits will come from. The goal is to permanently preserve these areas as farmland and open space through deed restriction/easement. In return for agreeing to permanently preserve their farm, the landowner would be compensated monetarily. The number of dwelling units (DUs) that could have been built on the property would then be “sent”, or “transferred” to a previously designated receiving area where the city is prepared for development at higher densities. In addition to sending areas, the City would also have to identify “receiving areas” within their municipal boundary. These areas would have to have the available infrastructure to accept higher density. The City would also need strong ordinances in place that would only allow additional density if the developer participated in the city’s TDR program. In addition, the ordinance must make the addition of more DUs (higher density) through the TDR program “by right.”

### *Milford’s TDR Program*

#### Selecting the Sending Areas

In order to identify suitable sending areas, the DDA performed a GIS analysis of properties just outside, or straddling, the city’s future projected growth boundary to the southeast. In order to determine which farm parcels would be most suitable for preservation, the department applied the same qualifying criteria used by the state’s Agricultural Lands Preservation Program. The analysis identified 11 farm parcels encompassing 720 acres. These properties are shown in Table 4.1 and on the Agriculture Map, Map 2. This area is ideal because a number of farms have already been permanently preserved by the Delaware Agricultural Lands Preservation Program. In addition, there are several other farms in the area that are currently enrolled in the DALPF program, waiting to be permanently preserved. The farms in the sending area currently zoned for two (2) units to the acre under Sussex County zoning code. Therefore, approximately 1,452 dwelling units could be transferred into the City of Milford, and used on properties designated as receiving areas. The proposed sending areas are shown as “Open Space Agriculture” (green color on legend) on the land use map (Map 1).

#### Selecting the Receiving Areas

Finding eligible farms willing to sell their development rights is only one side of the equation. The City must also identify areas prepared to accept additional dwelling units above the maximum number allowed by the underlying zoning. The additional DUs would only be allowed if the developer participated in the City’s TDR program. Receiving areas have been identified

based on a number of enabling factors, including: sewer and water availability, road and traffic considerations, availability of public transportation, existing density in the area, proximity to public services, environmental considerations, and other factors.

After considering and weighing all the factors previously discussed, the Department supports the City using the three (3) areas defined by the hatched areas on the Land Use Map (Map 1). These areas are centered on future public transportation locations, or nodes. These areas are in proximity to future employment centers, commercial services and are not located on environmentally sensitive lands as identified by DNREC. See Table 4.2 for more details.

Some the land in the receiving areas is already in Milford's municipal boundaries. In order for the other lands to participate as receiving areas through this program they will have to be annexed into the City of Milford. Upon annexation, these lands will be zoned at the base density, currently known as R-1 under Milford's existing zoning ordinance. This ordinance currently allows development at up to approximately (3) dwelling units per acre. Property owners / developers would be allowed to develop at that density under the current regulations. However, if the property owner / developer choose to participate in the TDR program, the land could be developed at up to eight (8) dwelling units per acre if they transfer units from the sending area. This transfer would be "by-right," meaning that there is no special approval needed to complete the transfer as long as the parameters and requirements of the program are adhered to. The developer's plan would still have to go through the standard subdivision review process through the Planning Commission and City Council, to ensure it met city code requirements. The area encompassed by the hatched areas equals approximately 280 acres. Therefore, multiplying that area by five (5) additional units per acre, would allow up to 1,400 units to be transferred, potentially preserving 720 acres of farmland in the receiving area.

**Table 4.1. TDR Sending Area Analysis**

| Parcel Number                             | LESA Score        | Acres         | Zoning Yield <sup>1</sup> |
|-------------------------------------------|-------------------|---------------|---------------------------|
| 330-12.00-10.00                           | 185.08            | 60            | 120                       |
| 330-08.00-47.00                           | 220.19            | 14.7          | 28                        |
| 330-12.00-08.00                           | 222.51            | 117.4         | 235                       |
| 330-08.00-28.00                           | 172.61            | 46.2          | 92                        |
| 330-08.00-24.00                           | 189.26            | 41.29         | 101                       |
| 330-12.00-01.03 <sup>2</sup>              | 210.7             | 118.18        | 236                       |
| 330-12.00-01.02 <sup>2</sup>              | Part of 330-12.00 |               |                           |
| 330-12.00-01.02 <sup>2</sup> (Unit 21805) | Part of 330-12.00 |               |                           |
| 330-12.00-01.00                           | 181.54            | 66.8          | 132                       |
| 330-08.00-19.00                           | 192.19            | 85.5          | 170                       |
| 330-08.00-19.02                           | 192.19            | 16.3          | 32                        |
| 330-08.00-20.00                           | 232.5             | 105.6         | 210                       |
| 330-07.00-75.00                           | 184.27            | 48.4          | 96                        |
| <b>Totals</b>                             |                   | <b>720.37</b> | <b>1,452</b>              |

Source: Delaware Department of Agriculture

<sup>1</sup> Zoning Yield reflects 2 dwelling units per acre, which is currently allowed in the Sussex County AR-1 Zoning District

<sup>2</sup> Shaded parcels are currently enrolled in an existing Agricultural District

**Table 4.2. TDR Receiving Area Analysis**

| Milford TDR Receiving Areas: Located within ¼ Mile of Public Transportation Nodes |            |                               |                              |                                   |
|-----------------------------------------------------------------------------------|------------|-------------------------------|------------------------------|-----------------------------------|
| Node                                                                              | Acres      | Base Zoning at<br>3 DU / Acre | TDR Zoning at<br>8 DU / Acre | Additional DUs<br>through TDR Use |
| 1                                                                                 | 58         | 174                           | 696                          | 522                               |
| 2                                                                                 | 118        | 354                           | 1,416                        | 1,062                             |
| 3                                                                                 | 104        | 312                           | 1,248                        | 936                               |
| <b>Totals</b>                                                                     | <b>280</b> | <b>840</b>                    | <b>2,240</b>                 | <b>1,400</b>                      |

Source: Delaware Department of Agriculture, City of Milford, and Office of State Planning Coordination

Purchasing Development Rights Using a TDR Bank Concept

Some traditional TDR programs require the developer to find a suitable farm to preserve and a landowner willing to sell their development rights. The developer would have to negotiate a price with the owner, and handle all of the legal and administrative requirements to permanently preserve a parcel of land from future development. This process typically requires a lot of time and money from the developer. This is generally not in the developer’s best interest if they are trying to take advantage of prevailing real estate market conditions favoring building at higher densities.

The Department will assist the City in the creation and administration of a TDR bank in lieu of the aforementioned process. In a TDR bank concept, the City would begin with either seed money or TDR credits from lands already preserved. Developers would purchase TDR units to allow them to build at higher density from the bank. An administrative fee may also be assessed to account for legal and other costs that may be necessary to complete the transfer. The City (aka “the bank”) would aggregate all the funds it collects from developers who purchase these rights and use that money to purchase the development rights on properties enrolled in the DALPF program and located in the city’s designated sending area. These units would then be available to be re-sold to future developers. The City would choose which farms they wanted to purchase based on predetermined criteria they establish.

In addition to the funds the city would have, they would also be eligible for state-matching funds from the DALPF, as well as any federal matching funds from United States Department of Agriculture (USDA) Farm and Ranch Lands Protection Program (FRPP). As allowed by law, these matching funds would be awarded to the city based on availability. If the city were able to capture state and federal matching funds, they could significantly leverage their funds with additional money, and preserve additional farm land.

#### Setting the Cost of TDR Credits or Units:

The DALPF recommends the value/cost of a unit of development rights for transfer be based on the most recent real estate appraisals done on properties near the designated sending areas. If there are insufficient real estate appraisals to determine a value, the DALPF could undertake a sample appraisal process to establish a fair value. The value could be established for a given calendar year, or on any other schedule the City deems appropriate. Pricing could be done by land classification if the rights were variable in the city’s system, again based on recent appraisal information. As another option, the city could set values based on the presumed value of the rights, with a deduction for the developer’s profit. Studies have shown that a developer needs to realize a 35 percent profit margin when buying TDR credits in order to have an incentive to buy them.

#### Summary of Benefits of this Program:

- The TDR Bank allows developers to purchase rights at pre-set prices. No need to locate willing land owners and negotiate prices.
- Farmers and landowners can sell directly to the TDR Bank at pre-set prices, determined through fair appraisal methods. No need to negotiate with developers.

- TDRs can be sold and purchased in appropriate increments based on needs and market conditions at the time. No need to match a farmer / landowner with a developer who needs exactly the number of TDRs they wish to sell.
- Additional density would be allowed “by right”, the developer will not have to go through a separate public approval process to use the credits.
- As a part of this program, the use of TDRs will entitle the builder / developer to all of the benefits of expedited review and processing that accrue to those who adhere to the recommendations and requirements in the Master Plan area (See Implementation, page XX).
- The City and the State will also dedicate a permanent plaque or marker in the development, and the farmland that was preserved, that memorializes and recognizes the developer’s contribution.

**Additional Recommendations for Implementation of Agricultural Preservation:**

1). The Department recommends the city require any property developed adjacent to land designated Open Space Agriculture to include a forested buffer between the property and adjacent farmland. This is already required by Sussex County. As a courtesy to Sussex County, the DDA Forest Service reviews the effectiveness of the buffer, and makes a recommendation to the County on whether or not to accept the buffer as is, or require modifications. The Department would offer the same service to the City.

2). In addition to a forested buffer requirement, the Department also asks that the City work with developers on where they “mass” their houses or buildings. Whenever practicable, the Department requests that the City require developers to cluster their approved building lots, and place as much of the residual community open space near adjacent farm parcels. This would further help eliminate or mitigate any conflict that may arise from dissimilar land uses.

3). The Department asks that the city review its zoning ordinances for compatibility with future agricultural business or agricultural related uses. It is important to provide provisions and flexibility in the zoning code to accommodate future agricultural related activities.

4). The Department would note that all properties enrolled in the state’s farmland preservation program are afforded the protections listed in Appendix 3. In addition, Sussex County adopted a “mirror” ordinance to provide these protections to all farms located in Sussex County. These protections should be considered during the city’s planning process in an attempt to place more

compatible land uses next to properties engaged in agriculture. In addition, there is a restriction on the location of water wells in DNREC's regulations that should be considered.



# Milford South East Neighborhood Master Plan

## Map #2 Land Use & Agriculture

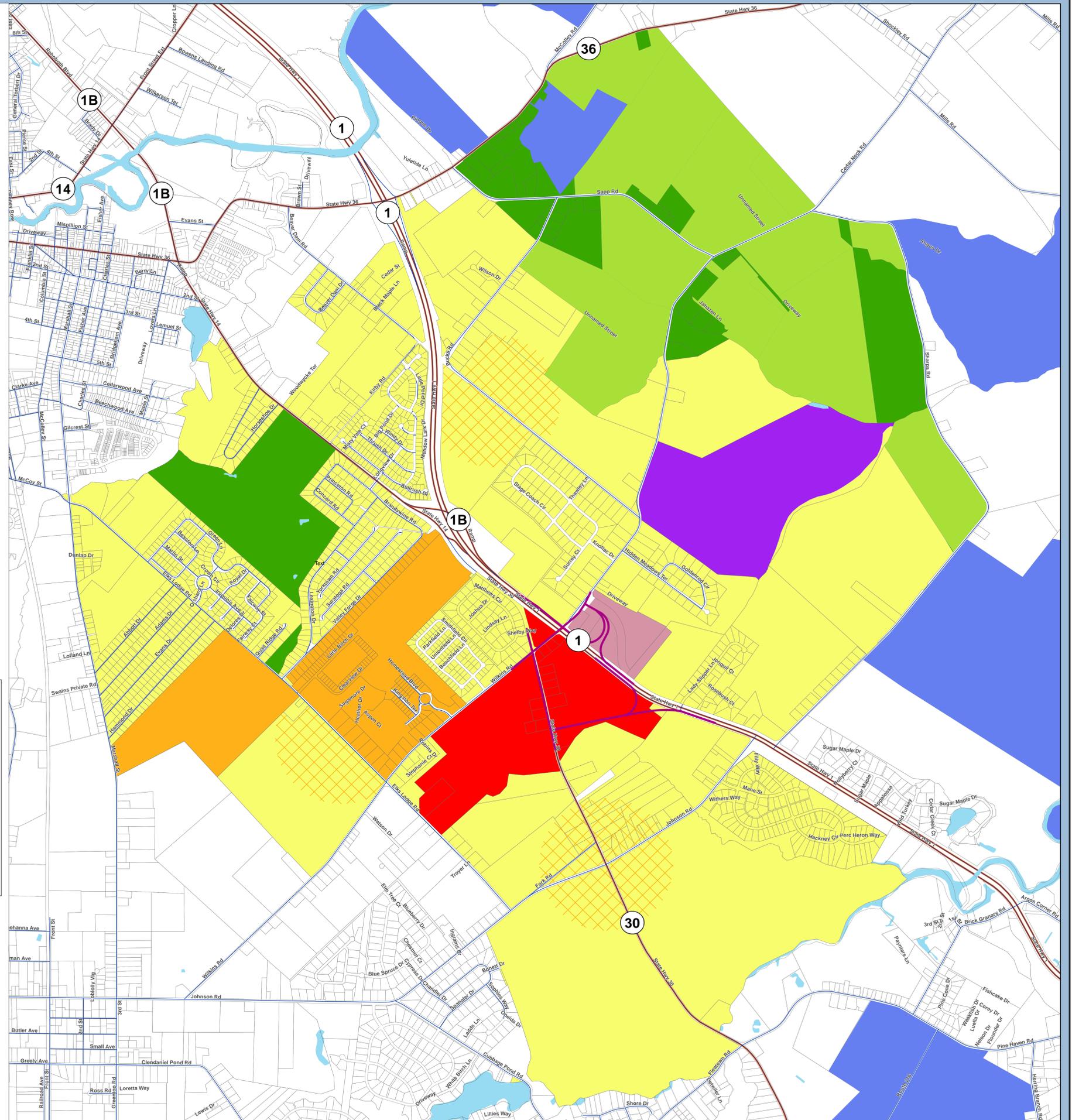
### Legend

-  Residential - Low Density
-  Residential - High Density
-  Open Space Agricultural
-  Innovation Park
-  Commercial
-  TDR Receiving Areas
-  DeIDOT Owned Property
-  Agricultural Easement
-  TDR Sending Areas

Map created by DeIDOT Division of Planning



0 0.25 0.5 1 Miles



## Chapter 5

### Environmental Protection

The Delaware Department and Natural Resources and Environmental Control (DNREC) has evaluated Milford's South East Neighborhood in order to develop a proactive environmental protection strategy to be a part of this plan. This plan will allow the development of the master plan area to proceed while protecting key resources and creating more livable and connected communities in that area. DNREC utilized GIS resources and a collaborative planning process involving several programs within the Department to identify three opportunity areas for preservation and environmental protection. The first area is the medical / commercial area east of Route 1 (Area 1). The second is the mixed use shopping area at the intersection of Route 30 and Johnson Road (Area 2). The third area is the southernmost boundary of the South East Neighborhood along Swiggetts Pond and Cedar Creek (Area 3).

#### **Environmental Overview of the Master Plan Area**

Delaware's natural life support system (often referred to as green infrastructure) is a network of natural areas, parks, conservation areas, and working lands all with conservation value. Many of these areas are carefully planned and managed by federal, state or local governments, not-for-profit organizations and individual landowners. These components support native species, maintain natural ecological processes, sustain air and water resources, agricultural enterprises and contribute to the health and quality of life for Delaware's communities and people.

The Department of Natural Resources and Environmental Control (DNREC) has embraced as its core policy for natural resource protection, the following eight Ecological Guidelines:

- 1) Maintain large areas of contiguous habitat and avoid fragmenting these areas;
- 2) Maintain meaningful wildlife corridors and potential non-consumptive bicycle and pedestrian connections between habitat areas and adjacent land uses;
- 3) Protect rare landscape elements, sensitive areas, and associated species;
- 4) Allow natural patterns of disturbance to continue to maintain diversity and resilience of habitat types;
- 5) Minimize direct and indirect human disturbances and the introduction and spread of nonnative species and favor native plants and animals;
- 6) Minimize human introduction of nutrients, chemicals, and pollutants;

- 7) Avoid land uses that deplete natural resources over a broad area and allocating such land uses to areas of minimal natural resource impacts; and
- 8) Compensate for adverse effects of development on natural processes.

### *Excellent Recharge Areas*

There is a number of excellent recharge areas within the South East Neighborhood, notably in the vicinity of the employment center proposed east of Rt. 1 (Area One). The protection of excellent recharge areas offers multiple long-term environmental benefits. These benefits include water quantity, water quality, and the preservation of stream/wetland ecological functions. An estimated one third of Milford's total drinking water supply is withdrawn from a shallow unconfined aquifer known as the Columbia aquifer. The Columbia aquifer's major source of water recharge is from those areas delineated as areas of excellent recharge. Therefore, using this area of excellent recharge to site building structures and/or water infiltration structures may reduce the quality and quantity of water available to existing and future residents from wells that obtain drinking water from this aquifer. Moreover, the impact to water quality and quantity is likely to extend to those residents that live far beyond the proposed project site as the Columbia aquifer is a major drinking water source for a significant portion of the population that resides in Kent and Sussex counties. The upshot to development in the area of excellent water recharge is to pass those water quality and water quantity impacts in the form of increased water utility rates to existing and future residents as the waters of the Columbia aquifer are depleted and/or contaminated.

### *Regional Stormwater Management*

DNREC originally had urged the City to consider regional approaches to stormwater management for new development in the planning area. A GIS review of the terrain and natural features indicated that a regional stormwater management approach is not practical at this time. In order to obtain sufficient drainage area for a regional system to work, existing subdivisions would need to be retrofitted and stormwater from DeIDOT roads and road improvements would have to be included. Neither is likely to happen in the short term, or on a regional scale in this area. This is due to both the topography as well as the fact that there are numerous existing developments that are not likely to re-develop in the foreseeable future.

However, there is an opportunity for greater communication and coordination between DNREC and DeIDOT with regards to stormwater management and road improvements. This coordination will be ongoing throughout the development of this master plan area.

Opportunities to share facilities and streamline the review process will be continually evaluated and implemented as individual properties within the master plan area develop and re-develop.

A stormwater utility is a legal and financial structure to allow stormwater facilities to be constructed, managed and maintained in common by a local government or other entity that functions as a public utility. A stormwater utility would be modeled after a sewer or water utility, only the infrastructure would be stormwater ponds, pipes, outfalls, ditches, drainage ways and the like. Stormwater management facilities rarely impact only one property, which is what makes the utility approach a logical tool to manage drainage. This master plan area is well suited to such a utility, although there are many ways to structure such an entity. Both the City and DNREC agree to explore this option in more detail as this area develops in accordance with this master plan.

#### *Cedar Creek Natural Area.*

Sections of the wooded areas of the Milford Southeast Master Plan Area are part of the Cedar Creek Natural Area (see Map 5.1). Natural Areas contain lands of statewide significance identified by the Natural Areas Advisory Council as the highest quality and most important natural lands remaining in Delaware. The Milford Southeast Area Master Plan acknowledges and provides protection for the Cedar Creek Natural Area.

Natural Area protections are listed below. These protections are included as Design Guidelines in Chapter 10:

1. Prohibit/limit the removal of trees within the Natural Area
2. Provide buffers to the Natural Area. Prohibit additional development within 300 ft. of the existing Natural Area
3. Prohibit storm water structures in the Natural Area
4. Require green technologies to manage stormwater in the master plan area, and particularly in the vicinity of the natural area. These best management practices use the natural processes of vegetation to filter stormwater and take up harmful pollutants and improve groundwater recharge without expensive infrastructure.

### *Cedar Creek Nature Preserve.*

Cedar Creek Nature Preserve is adjacent to the south end of the Southeast Planning Area (see Map 5.1). A number of rare species can be found in association with this habitat type. To protect the rest of this contiguous forest area it should be preserved as a Nature Preserve. A Nature Preserve is a special designation that provides additional protection for this important natural resource area. Such a designation would be achieved with the assistance of the State Office of Nature Preserves within DNREC. Should these areas be annexed as envisioned by the Master Plan, Milford will work with private landowners and the State Office of Nature Preserves to promote the dedication of the Natural Area as a Nature Preserve.

### *Wildlife Habitat.*

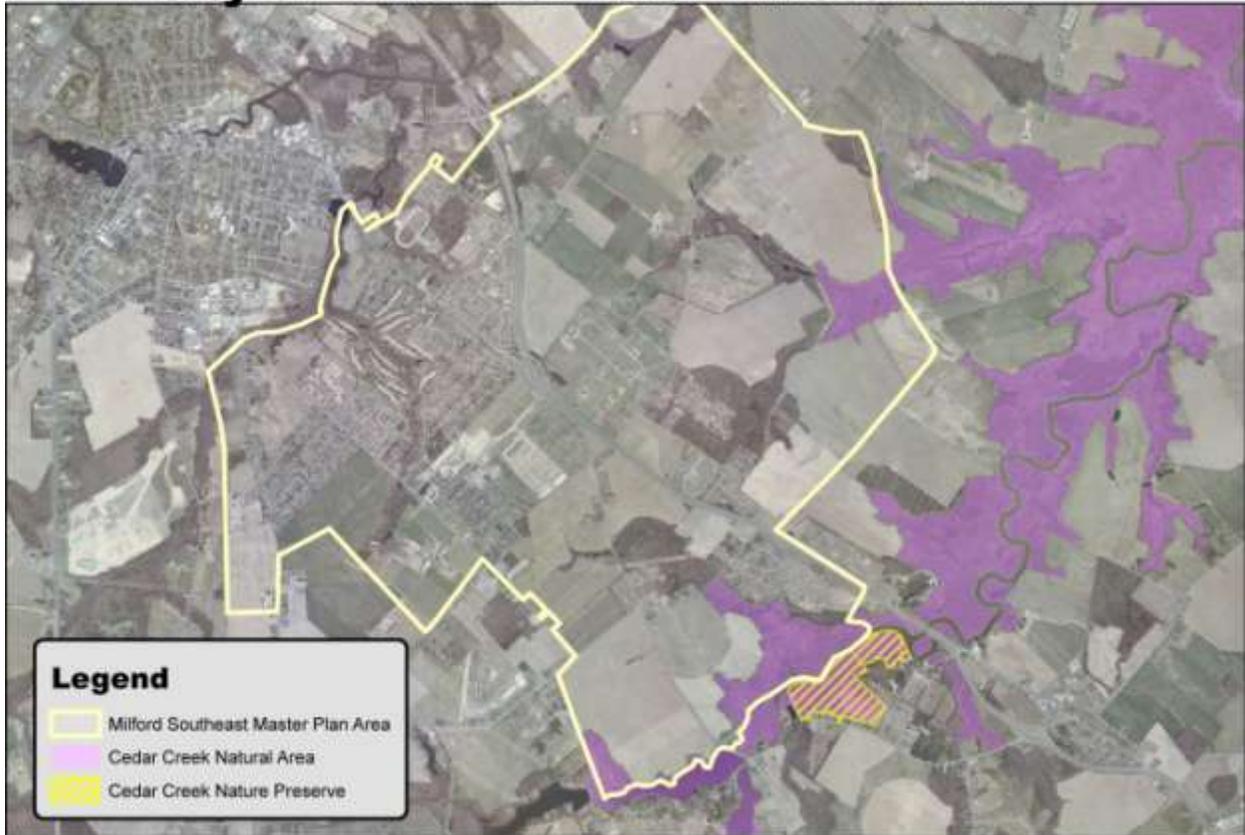
There are several significant natural features in the Southeast Master Plan Area, including the aforementioned Cedar Creek Natural Area and Cedar Creek Nature Preserve, which provide habitat for a wide variety of plant and animal species. Key Wildlife Habitats (KWH), a designation found within the Delaware Wildlife Action Plan (DEWAP) are rare, have special significance in Delaware, are particularly sensitive to disturbance, and/or have a high diversity of rare plants. Large blocks of unfragmented forests and wetlands are also considered to be KWH because of their importance to area-sensitive species, particularly vertebrates.

Priority areas include riparian buffers, contiguous forest blocks, and forested corridors. In order to retain the ecological function of the forests within the Southeast Master Plan Area, fragmentation of existing forest blocks would need to be minimized. Preserving larger, connected areas of forest as open space will provide wildlife with needed food, water, shelter and places to raise young.

A minimum 300-foot upland buffer is recommended in all areas that support State-rare Atlantic White Cedar Wetlands (AWCW), specifically in Area One and Area Three. Swamp pink, a federally threatened plant, occurs within the AWCW and is very sensitive to changes in hydrology, especially increases in pH and inputs of sediment. To protect water quality for other wetlands, water courses, and water bodies, and to provide wildlife habitat for wetland dependent species, upland buffers of at least 100 feet are recommended within the planning area.

Map 5.1. Cedar Creek Natural Area and Nature Preserve

## Cedar Creek Nature Preserve City of Milford SE Area Master Plan



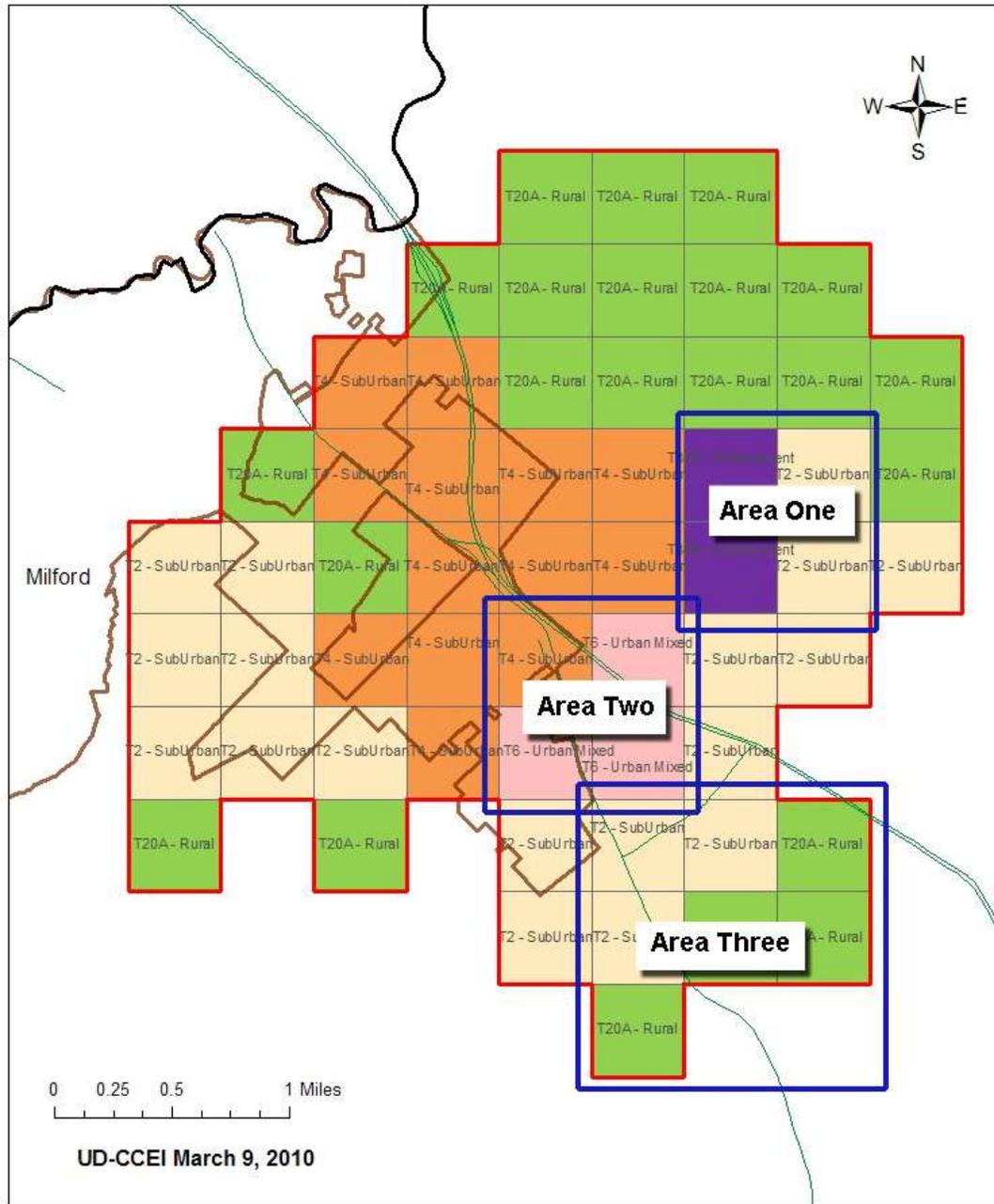
*Parks and Recreation.*

The City of Milford has been awarded a grant through the Delaware Land and Water Conservation Trust Fund (DTF) to develop a Pedestrian/Multi-Modal Master Plan. The purpose of this plan will be to identify new routes within the City of Milford that need to be designated for bicycle facilities and multi-modal paths as well as gaps in the existing connectivity system and links to other modes of transportation. The plan will expand the existing transportation system and will support economic activity and growth by integrating land use and transportation planning through coordinated bike and multi-modal routes. The recommendations and findings of this plan will be implemented in the Master Plan area in coordination with Chapter 8, Transportation.

The 2008 - 2011 Statewide Comprehensive Outdoor Recreation Plan (SCORP) provides guidance for investments in needed outdoor recreation facilities. Citizens surveyed in Milford and eastern Sussex list the following as high priorities for recreation: walking/jogging paths, bicycle paths, public swimming pools, playgrounds, open space/passive recreation, picnic areas, hiking trails and fishing areas. In the Master Plan area, these outdoor recreation priorities will be implemented through the development of complete streets and a multi-modal transportation network as described in Chapter 8, Transportation. They will also be addressed through the design of new communities in accordance with Chapter 10, Design Guidelines, and the other ordinances found within the City of Milford Subdivision Ordinance.

Map 5.2. Specific Conservation Areas in the Master Plan

### SE Neighborhood - Milford "Preferred" Scenario Map by Land Use



## Specific Conservation Areas

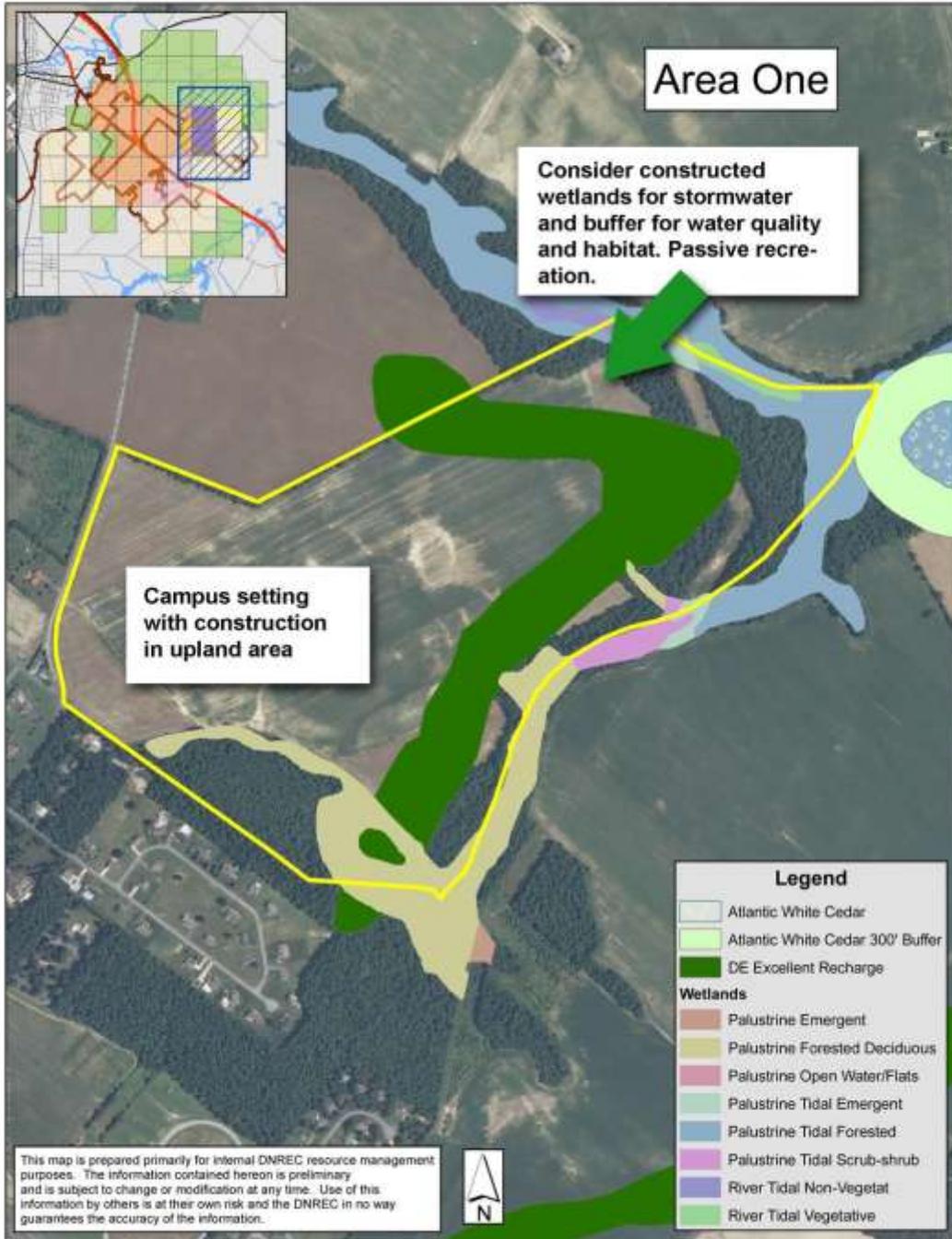
### *Area One - Employment Center*

Area One consists of the lands proposed for an employment center in the master plan. The current proposal for the development of this area contains a commercial and medical campus. This area contains a large excellent recharge area (see Map 5.3, Area One ) and forested tidal wetlands on its easternmost edge.

The current developers have said they intend for this complex to be developed as a campus, with the likelihood of multiple stories and even structured parking. Such an approach is necessary to limit impervious cover and protect these key resources. Intense development should be clustered on the upland portion of the parcel, and that the eastern portion would be used for passive recreation and open space.

The Downer and Ingleside soils in Area One are the preferred location for stormwater infiltration. The excellent recharge areas should be protected so that they may function for the maximum benefit possible to limit the generation of stormwater runoff. When these areas are to be utilized for any stormwater runoff management practices, the pretreatment of stormwater may be necessary prior to infiltration. Another possibility is to construct wetlands between the excellent recharge area and the forested tidal wetlands to manage stormwater and strengthen the buffer between the tidal areas and the developed portion of the property. This is one area that could benefit from a stormwater utility approach. Revenues from a stormwater utility could be used to purchase easements and/or construct and maintain those wetlands as stormwater facilities by the City or other management entity identified in the design of the utility.

Map 5.3. Area One



### *Area Two - Commercial / Mixed Use Area*

A large mixed use residential and retail development is planned for Area Two (see Map 5.4, Area Two). Our chief area of concern here is protecting the forested wetlands that are mapped in the southern end of this area, on both sides of Route 30. Because of the falling elevations from the north end of this area toward the mapped wetlands, we advise that optimal stormwater management would be constructed wetlands or other green technology best management practices in the area immediately north of the forested wetlands, on either side of Route 30. They would help buffer the wooded wetlands from development.

The wooded section in this area also supports Key Wildlife Habitat. Generous riparian buffers (300 feet or greater) are important to protect water quality and preserve forested areas surrounding the tributaries of Cedar Creek to enable these rare species to thrive.

### Map 5.4. Area Two



### *Area Three – Southern Master Plan Area*

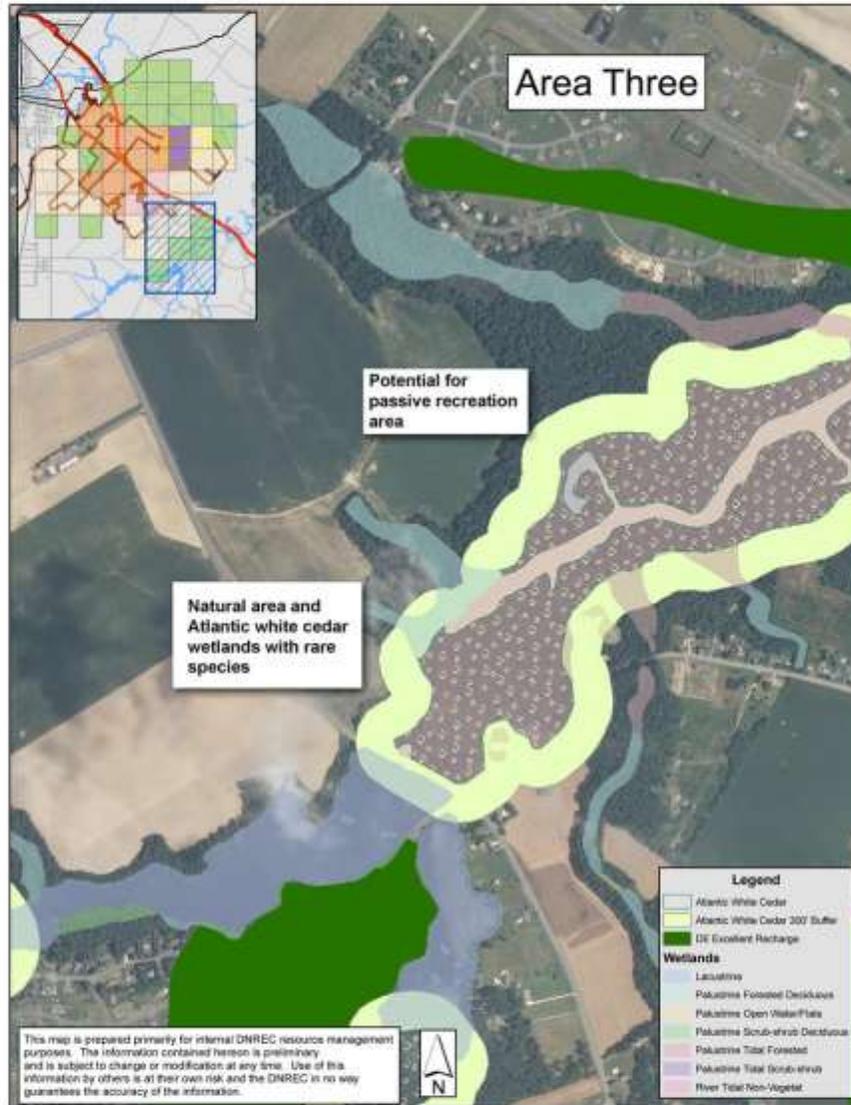
Area Three (see Map 5.5, Area Three) contains Atlantic White Cedar Wetlands, which are considered very rare within the state and support rare species. This vegetative community grows under unique conditions and is sensitive to changes in water quality – especially pH. Adequate upland buffers are extremely important to the persistence of these wetlands and the species it supports.

Rare plant, insect, mussel, fish and birds occur within the forest and wetland areas association with the Cedar Creek drainage, as well as impoundments such as Swiggetts Pond and Cabbage Pond. Known occurrences of the federally threatened plant, swamp pink (*Hellonias bullata*) have been documented within wetlands associated with Beaverdam Branch and Cedar Creek.

In most cases, we recommend at least a 300 foot upland buffer primarily due to the presence of or potential for swamp pink. The buffer would also be instrumental in achieving the Total Maximum Daily Load (TMDL) pollution limits for this portion of the Mispillion watershed.

We believe the recommended buffer also provides an opportunity for Milford to work with landowners, DNREC and other partners to establish a passive recreation resource that could include a kayak launch and allow for birding and hiking on unpaved trails in and around the Cedar Creek Natural Area.

Map 5.5. Area Three



## Chapter 6

### Housing

The Delaware State Housing Authority (DSHA) supports the inclusion of affordable housing in the Master Plan area. The Master Plan area includes all of the elements of a complete community, including employment, transit, commercial services, and opportunities for the construction of a variety of housing types, especially in Transfer of Development Rights (TDR) receiving areas. Consider these factors:

- Moderate-income working families benefit the most from having access to transit, employment, retail, and services. They are also the most likely to use transit. Typically, well designed developments on transit and nearby community amenities become desirable places to live. As a result, if left unchecked, prices quickly rise beyond the reach of the families that would most benefit.
- Even though there is a surplus of housing on the market, most of the surplus is large homes for move-up buyers. As a result, there is a significant mismatch between product available and housing demand. To better meet demand, these master planned areas should provide different types of housing in more compact configurations to create more housing choices, which often means more affordable options.

#### **How DSHA can contribute to the current master planning efforts.**

##### *Low Income Housing Tax Credit Program*

DSHA administers the Low Income Housing Tax Credit program which provides direct federal income tax credit to qualified owners and investors to build, acquire or rehabilitate rental housing units. DSHA has just revised its Qualified Allocation Plan (QAP), which is our selection criteria to be used to determine housing priorities, to ensure developments facilitated through the LIHTC program are well integrated in to communities.

Up to fifteen (15) points can now be awarded to developments that demonstrate overall quality of location, access to services and transit, community design and compatibility, connectivity to surrounding communities (via Complete Streets), and protection of environmental resources. DSHA is exploring other incentives to include in the QAP to prioritize affordable housing in areas that are considered 'strategically important' by the State. Master Plan areas such as this

one in Milford may be considered as we work with the Office of State Planning Coordination to define “strategically important” and integrate those areas into our criteria.

#### *Affordable Housing Resource Center*

DSHA has developed an online Affordable Housing Resource Center that communities can access to learn about different strategies that can be used to encourage affordable housing. In addition, DSHA has a range of homeownership, rental, and rehabilitation programs, as well as relationships with non-profits, that are familiar with DSHA’s programs that we can bring into these master planning efforts.

#### *Design Assistance*

DSHA finds value in Form-Based Codes (FBC) in that they emphasize the physical character of development and deemphasize the regulation of land use. FBCs provide greater predictability about the look and feel of development and offer developers a clearer understanding of what the community seeks. More importantly, they emphasize site design and building form over density and land uses and therefore encourage a mix of uses and housing types. As this master plan area develops, DSHA would be willing to work with the City of Milford, the Office of State Planning Coordination and others to develop a FBC or something similar to ensure good design in the master plan area.

#### *Future Grant Opportunities*

The Partnership for Sustainable Communities is a national effort to coordinate the activities of the Department of Housing and Urban Development (HUD), the Department of Transportation (DOT), and the Environmental Protection Agency (EPA) to help communities become economically strong and environmentally sustainable. Through the Partnership and guided by six Livability Principles, the three agencies are coordinating investments and aligning policies to support communities that want to give Americans more housing choices, make transportation systems more efficient and reliable, reinforce existing investments, and support vibrant and healthy neighborhoods that attract businesses. Last year, this Partnership provided several grant opportunities that supported activities similar to those being considered in the Milford and Georgetown master plan areas.

While we realize that the Federal government is going through severe budget cuts and that these initiatives may suffer as a result, we would be interested in participating on a working group to do some of the pre-planning work that would be needed in case another grant opportunity is available, either from the Sustainable Communities effort or some other effort, that the master planning efforts would be competitive.

## Chapter 7

### Historic and Cultural Preservation

The Division of Historical and Cultural Affairs/State Historic Preservation Office (DHCA/DE SHPO) is the state agency responsible for promoting and protecting Delaware's historic identity through its leadership in museums, collections, historic preservation, and stewardship of historic properties. The DE SHPO Research Center manages information collected statewide about historic buildings and structures, archaeological sites, and cultural landscapes. DE SHPO provides project developers, interested parties, and agencies with information on historic buildings and sites that may be affected by their projects and makes recommendations on how to avoid or reduce any adverse effects.

In general, the DE SHPO performs the following services:

- Reviews federally-funded, permitted, or licensed undertakings/projects and advises the sponsors of the effects on cultural resources that include historic properties and sites
- Reviews and comments on land use and development proposals under the State Preliminary Land Use Service
- Leads efforts in securing and accepting nominations of significant properties and sites to the National Register of Historic Places in conjunction with the Delaware State Review Board for Historic Preservation
- Encourages and assists local governments in securing Certified Local Government designation for potential awarding of federal grants in the area of historic preservation activities
- Administers federal and state historic preservation tax incentive programs for the rehabilitation of properties listed in the National Register of Historic Places
- Monitors and enforces the terms of maintenance and public benefit covenants and easements under the stewardship of the Division of Historical and Cultural Affairs

- Provides guidance upon the discovery of historical unmarked human remains and for the identification, treatment, and disposition of non-Native-American historical unmarked human burials and/or skeletal remains
- Conducts, or supports others in conducting, statewide cultural resource surveys of historic properties
- Maintains a central research repository of historical and cultural resource information related to historic properties and sites in Delaware
- Provides technical assistance to the public as regards historic preservation topics
- Provides and participates in educational programs about Delaware history, archaeology, and historic architecture
- Drafts every five years and maintains a commitment to Delaware's State Historic Preservation Plan
- Disseminates historic preservation information via the latest information technology

DHCA is responsible for overseeing the requirements of three major preservation laws in Delaware: the National Historic Preservation Act of 1966 (as amended); the State Antiquities Act of 1933 (last amended 2005); and the Unmarked Human Remains Act of 1987. All of these laws are applicable to future preservation and development activities in the Milford Master Plan Area.

### **National Historic Preservation Act**

The National Historic Preservation Act established a federal-state partnership approach to the identification, study, and preservation of historic properties, creating the National Register of Historic Places as the standard for determining if a property is worthy of preservation or not. Section 106 of the Act mandates a review process for all federally funded, permitted, or licensed projects that may impact properties listed in, or eligible for listing in, the National Register. The main purpose of the Section 106 review process is to minimize potential harm to historic properties and sites. A federal agency whose project (undertaking) may harm a historic property must consider alternative plans for its project. If it is believed that such a project would not have an adverse effect, the federal agency is required to document this finding. If an

adverse effect is expected, the agency is required to work with the State Historic Preservation Office to ensure that all interested parties are given an opportunity to review the proposed work and provide comments. DE SHPO staff members assist planners, developers, research consultants, agencies, and interested parties in planning for projects while maintaining compliance with applicable laws and regulations and protecting important resources from adverse effects. This federal review often requires that an agency or its client conduct architectural and/or archaeological surveys and mitigations prior to any construction. Much of the information and reports in the Research Center has been generated by these reviews.

### **Delaware State Antiquities Act**

The State Antiquities Act requires that archaeological excavations on state-owned or controlled lands must be done under a permit from the Director of DHCA. Recent amendments also give the Director authority to close or restrict access to state lands, including sections of public beaches and shorelines, if needed to protect an archaeological resource from damage.

### **Delaware Unmarked Human Remains Act**

DE SHPO administers provisions under Delaware's Unmarked Human Burials and Human Skeletal Remains law, 7 Delaware Code, Chapter 54. The law is generally triggered when, in the course of construction or archaeological activities, human remains are discovered. The law assigns certain duties to the Division of Historical and Cultural Affairs to investigate, attempt to identify, protect, and ensure the proper treatment of historical unmarked human remains that do not fall under the jurisdiction of the State Medical Examiner.

DE SHPO staff carries out procedures under this law relating to public notification, assisting in the development of treatment and disposition plans, and, where indicated, conducting the dignified reburial of disturbed remains.

#### *Discovery of Forgotten Burials and Cemeteries*

On occasion, historical human remains (that is, remains that were interred a long time ago) are accidentally discovered in Delaware. These discoveries are often made during construction and other earth-moving activities. In such cases, state law protects the historical remains from further damage, first by requiring that the actions that uncovered the remains stop immediately, and then that the Division of Historical and Cultural Affairs and the state Medical Examiner's Office be notified.

Within 24 hours of notification, a DE SHPO archaeologist will visit the discovery site to determine if the remains are human and to ascertain the approximate time period in which the

remains were interred. Any time that remains are determined to be of human origin, the Division of Historical and Cultural Affairs is required to notify the state Medical Examiner's Office of the discovery. The Medical Examiner's Office then determines whether the case is, or is not, under its jurisdiction.

The preferred approach for managing historical human remains that have been discovered is to leave them in situ—that is, to keep them where they have been found—until a treatment and disposition plan can be developed. In the event that historical remains need to be removed for safekeeping, they will be transported to DE SHPO's curation facility. DE SHPO holds any recovered remains for appropriate study and storage until they can be respectfully re-interred. The project, developer, or agency that inadvertently disturbed the remains generally pays for historical research and an archaeological survey of the area, to determine the extent of possible other burials or remains that could be damaged by the project, and to determine the approximate date and origin of the remains. (Because this process is costly in both money and time, DE SHPO often advises developers to hire an archaeological consultant prior to any construction and have the project area investigated for the presence of a small family cemetery or Native American site with burials.)

If the remains are determined to be from a historical period cemetery or burial, DE SHPO advertises for next-of-kin, based on the date of the burials and the ownership history of the property. If the remains are determined to be Native American, a committee defined by law convenes to develop a treatment and disposition plan.

In both cases, DE SHPO writes the plan for the treatment and ultimate disposition of the remains in consultation with the next-of-kin (if any come forward); or the committee, the land owner, and the project developer, or other representative. Once agreement is reached, the plan is put into action.

The preferred option for reburial is always in the original location. If this is possible, a preservation covenant recorded with the deed is usually placed on the area to prevent any disturbance of the remains in the future. If removal and re-interment in another location is the decision, any associated archaeological, acreage, reburial, and marking costs are borne by the project, developer, or agency requiring the removal. Next-of-kin have the option of claiming their kin and paying for re-interment in a cemetery and plot of their choice.

What if you uncover or see remains that you think are human?

First, leave them in place if at all possible. If you think the remains are recent in origin, perhaps due to accident or criminal action, notify the police (911) immediately. If not, call DE SHPO at 302-736-7400.

### **Historic Properties Research and Assistance**

DHCA staff members are available to assist agencies and developers with questions about any of these processes and with information on historic properties. The DE SHPO Research Center is open Monday through Friday, 8:30 am to 4:00 pm, except for state holidays; an appointment is recommended to use the Center. DHCA also has an on-line web portal, the Cultural and Historical Resource Information System (CHRIS). While the public has some access, full access to archaeological site location information and other features requires a password. Information on this system and an application form for a password can be found at <http://history.delaware.gov/preservation/research/gis.shtml>.

### **Historical and Cultural Resources in the Milford Master Plan Area**

This area falls within Cedar Creek Hundred. Native Americans began populating this area thousands of years ago. European settlement began in Cedar Creek as early as the 1670s. Milford was an early crossing point, and the area around it quickly became farmland.

The first historic architectural survey of Cedar Creek Hundred was in 1983. The located buildings and structures included 19th- and 20th-century farms with dwellings, barns, and other outbuildings, a school, and bridges. These have not been evaluated for their importance to Delaware's history at this point, but probably would contribute to our understanding of farming, settlement, education, and transportation in this area.

More recently, DelDOT hired consultants to perform further historic architectural survey of this area in preparation for the Route 113 project. This survey added a number of early- to mid-20th-century dwellings and commercial buildings to DHCA's inventory. Much of this area however is now outside of the narrowed project area under consideration, and these properties will not be evaluated further. They too probably contribute to our understanding of changes in settlement in this area during the 20th century.

The area has not been comprehensively surveyed for archaeological sites. Two small projects have been done, with reports on file at DHCA. There are several areas of high probability for the location of prehistoric, colonial, and 19th-century sites. Such sites have the potential to contain significant information to our understanding of prehistoric and historic settlement and lifeways in Delaware.

Because many family farms included family cemeteries, this area also has a high potential for unmarked human burials. Two cemeteries are recorded in the area. Unmarked human remains are protected in state law (see 7 Del. Code Ch. 57).

A table describing known historic properties and sites and some aerial pictures showing their locations is included as Appendix 4.



# Milford South East Neighborhood Master Plan

## Map #3 Land Use & Environment

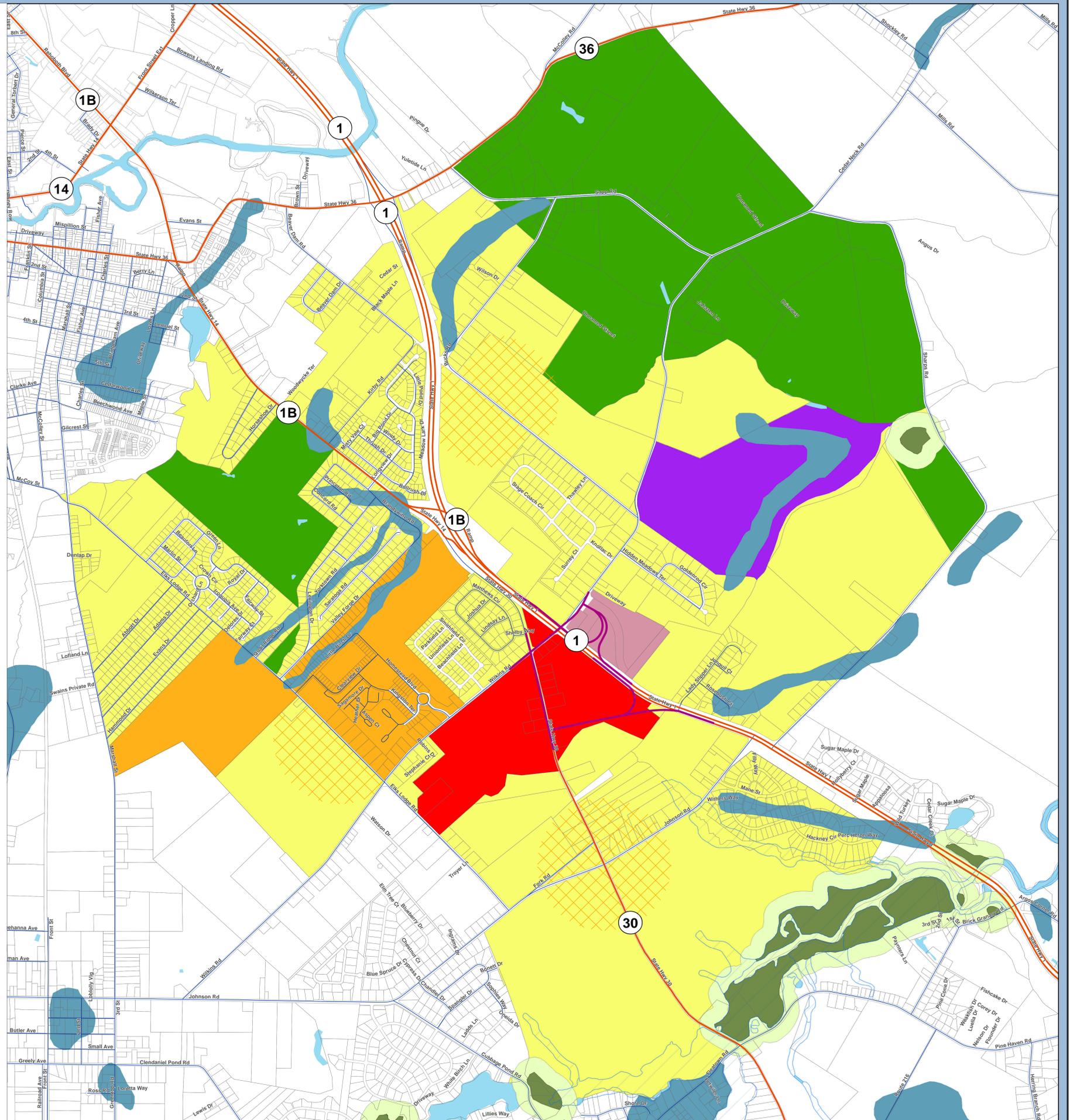
### Legend

- Residential - Low Density
- Residential - High Density
- Open Space Agricultural
- Innovation Park
- Commercial
- TDR Receiving Areas
- DeIDOT Owned Property
- Wetlands
- Excellent Recharge Area
- Atlantic White Cedar
- Atlantic White Cedar 300' Buffer

Map created by DeIDOT Division of Planning



0 0.25 0.5 1 Miles



## Chapter 8

### Transportation Plan

This chapter documents transportation recommendations developed by the Delaware Department of Transportation (DelDOT) Division of Planning that are required to support the implementation of the Milford South East Neighborhood Master Plan (hereon referred to as the Master Plan). The Master Plan was developed by the City (with assistance from the Office of State Planning Coordination, State agencies including DelDOT, and the University of Delaware) to provide the community with a plan that will be used to oversee the orderly development of south-east Milford including those areas identified in the City's Comprehensive Plan Urban Growth Boundary.

The Master Plan also seeks to ensure that new residential and commercial growth within the study area encompasses the goals and objectives of good planning practice including:

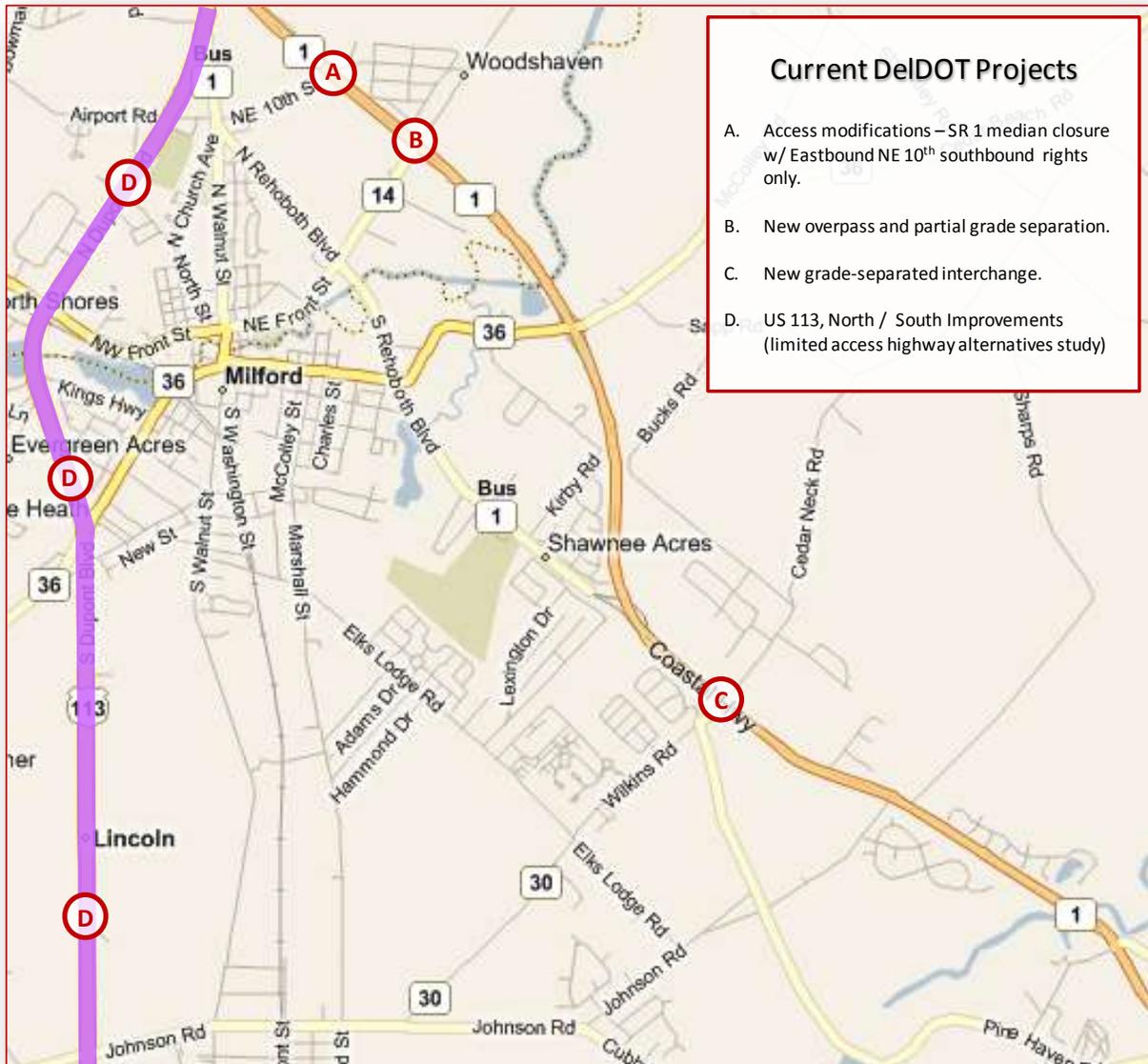
- More efficient land use
- Farmland preservation
- Greater variety in housing types and affordability
- More bicycle and pedestrian facilities and connections
- Transit Opportunities

#### **Current DelDOT Projects**

DelDOT currently has several capital projects (see Map 8.1) within or near the study area that are either in the planning, design, or construction stages. The DelDOT Capital Transportation Program (FY 2010-2015) contains the following major projects:

- (a) SR 1 / NE 10th Street – access modifications
- (b) SR 1 / NE Front Street – new overpass and partial grade separation
- (c) SR 1 / SR 10 – new grade separated interchange
- (d) US 113 – limited access highway study

Map 8.1. Current DelDOT Projects



## **Master Plan – Transportation Element**

The primary role of DeIDOT in the development and implementation of the Master Plan is to identify and analyze transportation improvements that will be required to accommodate projected traffic volume projections associated with the Plan's land use designations and demographic projections. Many of the transportation project recommendations found in this report will be implemented in conjunction with private and/or public land use development as it occurs. This document provides a framework by which those future projects will be identified and implemented and includes the following goals and objectives:

- Establish the Master Plan study area as a DeIDOT Transportation Investment District (TID).
- Increase the mode share of non-vehicle trips by supporting and proposing transportation projects that enhance the expansion of pedestrian, bicycle, and transit facilities within the study area.
- Formally partner with the development community and the public to ensure that transportation improvements are constructed and sequenced in a proper order that supports the quality of life goals and objectives of the Master Plan.
- Ensure that traffic studies associated with DeIDOT projects or new development are coordinated in a manner that improves efficiency and reduces costs.
- Support smart growth concepts and design in all future proposed land use development and implement the DeIDOT Community Streets program when designing and constructing any transportation projects deemed necessary to support the Master Plan.

Similar to other Master Plan agreements within the State, DeIDOT will work with the City, development community, and the public to forge an agreement that encompasses the following responsibilities:

1. DeIDOT – Conduct traffic analysis for the purposes of identifying needed roadway improvements, right-of-way, and funding requirements by the public and private sectors.
2. City – Plan and identify and funding mechanisms for needed electrical, water and sewer service.

3. Development Community – contribute equitable funding to roadway projects, donate right-of-way where necessary, and work with the City and DeDOT to maximize the most efficient vehicle, transit, and bicycle and pedestrian connections and services.

### **Master Plan Preferred Land Use Scenario**

The Master Plan preferred land use scenario was developed by the City with assistance from the Office of State Planning Coordination and the University of Delaware. Community VIZ software was utilized at several public workshops to gather input from the public regarding what type of land uses they desired for the study area. Land use preferences derived from the public workshops were at the grid level and did not follow any natural or man-made boundaries. A final land use map produced at the tax parcel level that also included three transfer of development right (TDR) receiving areas was created and adopted by the technical working group in October, 2010 (see Map 1 and Map 4).

Outputs from the Community VIZ software included residential and commercial daily vehicle trips for each grid within the study area. The Preferred Land Use Scenario is considered a build-out plan.

Projected demographic changes (Table XX) associated with the scenario, as compared to existing land use, are as follows:

- \* +5,581 dwelling units (+272%)
- \* +14,503 population (+292%)
- \* +2,268 employment (+903%)
- \* +76,260 daily residential vehicle trips (+272%)
- \* +24,875 daily commercial vehicle trips (n/a)

**Editor’s Note:** DeDOT model runs are based upon the first Community Viz future land use scenario, labeled “Preferred Alt” in Table 8.1 below. The City of Milford and the University of Delaware continued to refine this scenario from October 2009 through December of 2010. The resulting final scenario labeled “Preferred Revised” reflects a more accurate count of existing dwelling units, approved and recorded subdivisions, and a based density of approximately 3 du/acre in Milford’s R-1 zoning district, the least dense available. This resulted in +9,826 dwelling units, and corresponding increases in population and employment as well. At time of publication, The City and the Office of State Planning Coordination are consulting with DeDOT about whether or not the transportation model runs should be re-run to reflect these increases.

**Table 8.1. Summary of Alternative Plan Scenarios from Community Viz**

|                       | Existing Land Use | Preferred Alt (at buildout) | Preferred Revised (at buildout) | Growth 2020 | Growth 2040 | Milford Comp Plan as adopted (at buildout) |
|-----------------------|-------------------|-----------------------------|---------------------------------|-------------|-------------|--------------------------------------------|
| Dwelling Units        | 1,943             | 7,626                       | 11,769                          | 2,434       | 2,959       | 15,083                                     |
| Number of Residents   | 4,709             | 19,459                      | 30,739                          | 5,960       | 7,290       | 39,659                                     |
| Commercial Floor Area | 0                 | 995,000                     | 2,985,000                       | 160,000     | 1,185,000   | 7,970,000                                  |
| Employees             | 262               | 2,519                       | 4,875                           | 724         | 1,854       | 10,275                                     |
| Date Created          | Oct. 2009         | Oct. 2009                   | Dec. 2010                       | Apr. 2011   | Apr 2011    | Jan. 2009                                  |

Source: University of Delaware, Sustainable Coastal Communities Program

### **Methodology**

DeIDOT utilized the following methodology for incorporating and analyzing the daily vehicle trip outputs from Community VIZ into the DeIDOT Travel Demand Model (CUBE 5):

1. Create new traffic analysis zones (TAZs) in CUBE 5 model to match Community VIZ grids.
2. Create additional road network detail in CUBE 5 model to match the study area.
3. Import Community VIZ daily trip data into CUBE 5 model.
4. Run CUBE 5 model.
5. Analyze outputs (Level of Service and Volume/Capacity ratio) from model to compare existing conditions with Preferred Scenario.
6. Create and analyzed additional road network improvements as necessary.
7. Develop recommendations.

### **Recommendations**

Project recommendations contained in this chapter are broken into the following categories and are reflective of both quantitative results from the travel demand model and qualitative goals aimed at improving transportation choices for residents and employees within the study area:

- Bicycle facilities
- Pedestrian facilities
- Transit facilities
- Park and Ride facilities
- Intersection upgrades or modification

- Road upgrades
- Smart Growth
- Policy

The project and policy recommendations contained in this report are also reflective of the DeIDOT Complete Streets policy which was adopted in 2009. This policy mandates that any new transportation projects in the state right-of-way (road reconstruction and/or widening) take into consideration all transportation modes and accommodate accordingly.

Transportation modes include all travelers including public transit users, bicyclists, pedestrians and motorists.

Please note that a summary listing of this report's transportation recommendations can be found in **Table XX** at the end of this chapter.

### *Bicycle Facilities*

Currently there are no DelDOT designated bicycle routes within the study area. While bicycle use is allowed by law on all of the study area roads (with the exception of SR 1) many of these roads do not include shoulders which enhance rider safety (see Map 8.2). Approximately 28% of the study area roadways have hard surface shoulders with a width of 3 feet or greater. Similarly, there are few sidewalks or other pedestrian facilities within the study area.

#### Recommendations:

On-road bicycle facilities should be included as part of any new roadway construction, entrance plans, widening and rehabilitation of existing roadway facilities. Implement specific bicycle recommendations as per Table 8.2.

### *Pedestrian Facilities*

Currently there are limited pedestrian facilities within the study area (see Map 8.2). The City of Milford does now require, however, the construction of sidewalk facilities for new residential streets within its municipal boundaries.

DelDOT is in the process of implementing the Delaware Statewide Pedestrian Action Plan which includes the following elements:

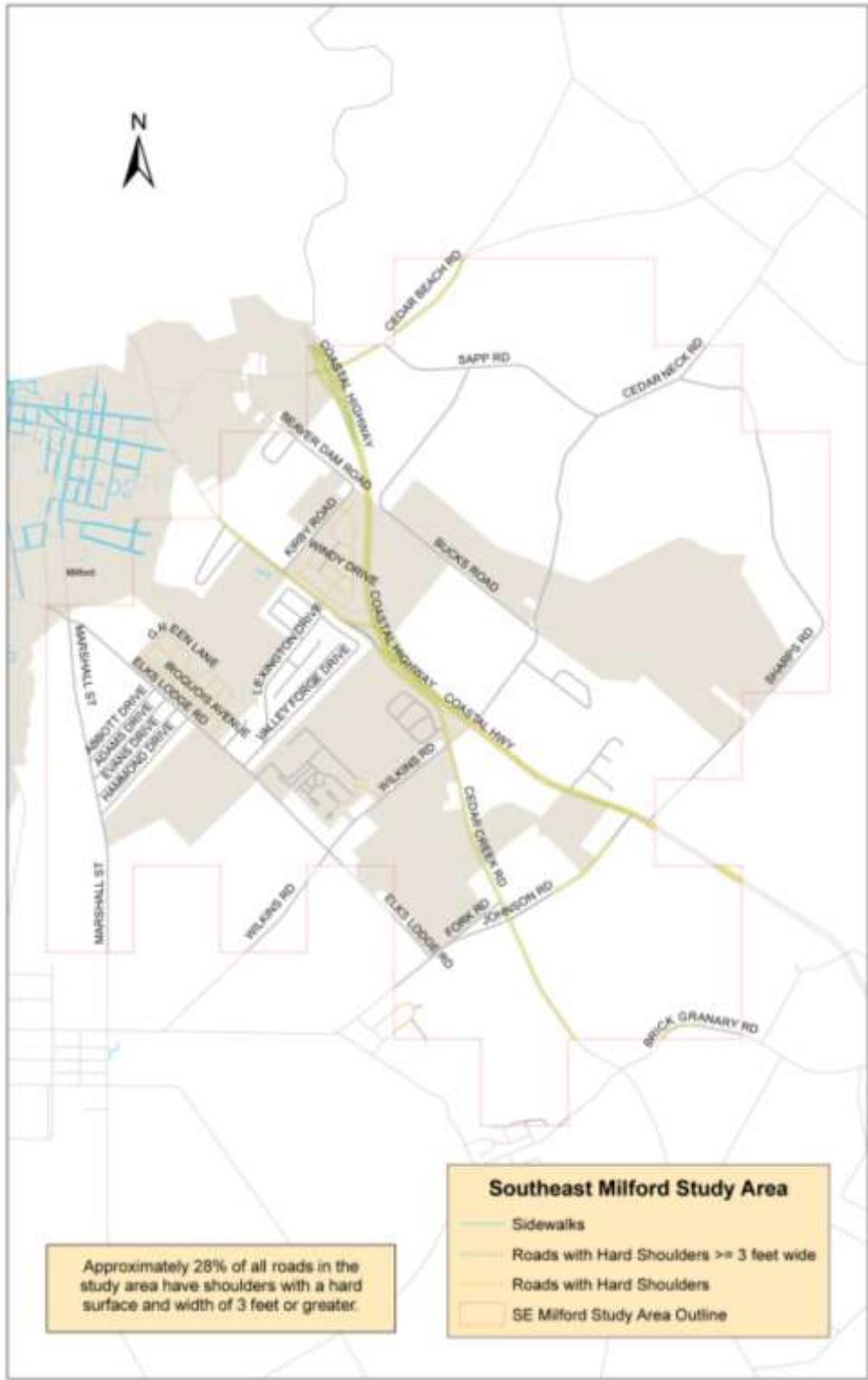
- (1) Inventory of pedestrian facilities
- (2) Transition Plan identifying all gaps and non Americans with Disabilities Act (ADA) compliant facilities
- (3) Complete Streets policy and implementation plan
- (4) Development of a transition plan

The Pedestrian Action Plan will identify gaps in the system and opportunities for enhanced pedestrian facilities for the City of Milford. It will also look at access issues to transit locations and make recommendations for improvements.

#### Recommendations:

Evaluate the need for bicycle and pedestrian facilities and transit stops as part of any new roadway construction, entrance plans, widening and rehabilitation of existing roadway facilities in accordance with the Complete Streets policy, the Statewide Bicycle Plan and the Statewide Pedestrian Action Plan. Implement specific recommendations as per Table 8.1.

**Map 8.2. Existing Pedestrian and Roadway Shoulder Facilities**



### *Transit Facilities*

Between 2,500 and 4,900 new employees are projected to be added to the City of Milford's South East Neighborhood under the adopted Master Plan. Many of these new employees are expected to work at a new major employment center east of SR 1 along Cedar Neck Rd. This employment center, currently known as "Innovation Park" presents DelDOT with a unique opportunity to establish a new transit loop that would service Innovation Park while also making a connection to currently established residential neighborhoods and businesses west of SR 1.

#### Recommendations:

Establish a new DART transit loop to connect existing and new development on east and west side of SR 1. The transit loop would consist of the following three phases and locations:

Phase I – Establish new transit route adjacent to existing and developing residential and employment areas west of SR 1 utilizing the following road network:

- Business Route 1
- Wilkens Rd
- SE Front St
- State Route 36
- Marshall St
- Elks Lodge Rd

Phase II – Establish new transit route east of SR 1 for the purpose of providing access between the east and western side of Milford and to service the proposed "Innovation Park" employment center utilizing the following road network:

- Cedar Neck Rd
- Bucks Rd
- Sapp Rd
- State Route 36

Phase III – Establish new transit route west of SR 1 in southern portion of study area for the purpose of servicing proposed new residential and employment areas utilizing the following road network:

- Elks Lodge Rd
- Johnson Rd
- State Route 30

#### *Intersection Upgrades or Modifications*

A projected increase of nearly 100,000 new residential and commercial daily vehicle trips in the study area will require upgrades or modifications to several existing intersections within the study area.

The proposed adoption by the City of Milford traffic to require traffic impact studies for new residential and employment developments within the study area will serve to provide DeIDOT with additional analysis needed to determine the various geometric improvements required for each intersection to function in an efficient manner. It is anticipated that additional intersections will need to be improved as development of the study area progresses in the future.

Preliminary traffic capacity analysis has identified the following intersections that would require improvements under the land use projections of the Master Plan:

- State Route 30 and Johnson Rd
- Elks Lodge Rd and Wilkens Rd
- Cedar Neck Rd and Bucks Rd

The following intersections or road segments have been identified for either removal or access modifications:

- SR 30 (Cedar Creek Rd) and Fork Rd – the removal of Fork Rd has inherent safety benefits that would result from the shifting of vehicles from Fork Rd to the Johnson Rd / SR 30 intersection.

The existing intersection approaches (Fork Rd at Johnson Rd/SR 30) are under-utilized and not necessary for area traffic flow needs.

### Map 8.3: Fork Rd and SR 30



- SR 1 and Sharps Rd / Johnson Rd

DelDOT is aware and actively involved in identifying and proposing solutions for unsafe median crossings and access concerns from local roads onto SR 1. The Department is proposing the following safety enhancement improvements for Sharps Rd and Johnson Rd:

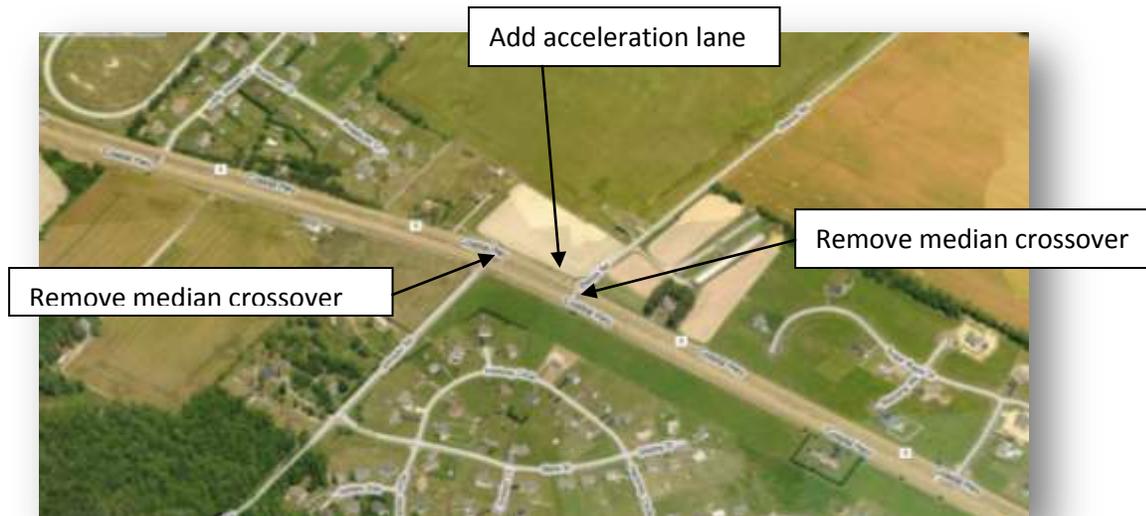
#### SR 1 / Sharps Rd

- (a) Revise movements from Sharps Rd to rights-in and rights-out only.
- (b) Remove SR 1 median crossover.

#### SR 1 / Johnson Rd

- (a) Revise movements from Johnson Rd to rights-in and rights-out only.
- (b) Add northbound acceleration lane on SR 1.
- (b) Remove SR 1 median crossover.

#### Map 8.4. SR 1 and Johnson Rd / Sharps Rd Improvements



#### *Roadway Upgrades*

Much of the study area road network east of SR 1 and south of Wilkins rd on the west side of SR 1 has served primarily rural and/or agricultural land uses in the past. A majority of these roads do not include any shoulders. In fact, only 28% of the entire study area roadways contain hard surface shoulders with a width of 3 feet or greater. As the study area continues to accommodate new and projected future residential and employment much of the transportation network will require upgrades including shoulders, intersection improvements, capacity increases, and possible new connections.

#### Recommendations:

Improve the following roadway facilities to meet a minimum standard of two 11 ft travel lanes and 5 ft shoulders:

- (1) Kirby Rd (from RD 14 to Cedar Beach Rd)
- (2) Bucks Rd – (from Sapp Rd to Cedar Neck Rd)
- (3) Sapp Rd (from Bucks Rd to Cedar Beach Rd)
- (4) Cedar Neck Rd (from Sapp Rd to SR 1)
- (5) Sharps Rd (from 1 mile north of SR 1 to SR 1)
- (6) Business Route 1 (from Wilkins Rd to SE Front St)
- (7) Cedar Beach Rd/SR 36 (from Sapp Rd Business Route 1)

The preceding road segments improvements also overlap proposed new transit routes which will in turn support pedestrian and bicycle accessibility to future bus stop locations.

### **Smart Growth**

DelDOT seeks to further support the land use designations contained in the Milford Master Plan by implementing projects and policies that encourage the construction of smart growth based residential and commercial spaces.

Smart growth is a set of principles and guidelines that attempts to create a nexus between land use and transportation in which zoning, subdivision regulations, architectural standards and transportation design act as mutually supporting entities leading to greater efficiencies in vehicle and person movements and an enhanced sense of quality of life.

The Department supports the creation and adoption of a unified development ordinance by the City of Milford as a means for maximizing DelDOT's transportation investments in the study area.

### **Map 8.5. Bucks Rd Area - Conceptual New Residential Development**



## Map 8.6. Bucks Rd Area - Conceptual New Residential Development



### *Policy*

The successful adoption and implementation of several policy initiatives are necessary for the Transportation Element to function as a successful component of the overall Master Plan for southeast Milford.

### Recommendations:

- Adoption of the study area as a Transportation Investment District (TID) by DeIDOT for the purpose of allowing the Department to enter into agreements with the private sector community for the development and implementation of cost-sharing mechanisms to fund the transportation improvements identified in this report.
- Adoption of provision requiring traffic studies by the City of Milford to be undertaken when proposed residential or commercial development exceeds particular dwelling units and/or commercial square footage thresholds.
- Adoption of development ordinances by the City of Milford for the purpose of providing land development standards that support transportation improvement projects.

**Table 8.2. Transportation Recommendations**

| Improvement                  | Area or Location                                                                                                                      | Type                                                                                                                              | Goal                                      |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Bicycle</b>               | Statewide Connector, Regional, and Statewide Bike Routes within Study Area                                                            | Install bike facilities as part of roadway improvements as per the Delaware Bicycle Facility Master Plan                          | Improve multi-modal options for residents |
| <b>Pedestrian</b>            | Existing DART Bus Stop Locations                                                                                                      | Provide safe pedestrian access to stops                                                                                           | Improve multi-modal options for residents |
|                              | Existing bus stops in the study area.                                                                                                 | Install improvements at bus stops (bus stop signs, bus pad, benches, lighting, shelters)                                          | Improve multi-modal options for residents |
| <b>Transit</b>               | <u>New Local Circulator Routes</u><br>Phase I (see Map 4)<br><br>Phase II<br><br>Phase III                                            | Increase frequency of bus service to provide access to downtown and new residential development / employment centers east of SR 1 | Improve multi-modal options for residents |
| <b>Park and Rides</b>        | To be identified                                                                                                                      |                                                                                                                                   | Reduce congestion                         |
| <b>Intersection Upgrades</b> | (1) Elks Lodge Rd / Wilkins Rd<br><br>(2) SR 30 / Johnson Rd<br><br>(3) Bucks Rd / Cedar Neck Rd<br><br>(4) SE Front St / Marshall St | Add turn lanes and/or signalization to be determined by existing and projected traffic count data and studies                     | Improve safety and reduce delay           |

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                 |                                                             |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| <b>Intersection Modifications</b> | (1) SR 1 / Johnson Rd<br>(2) SR 1 / Sharps Rd                                                                                                                                                                                                                                                                                                                                                                         | Revise movements to rights-in and rights-out only. Remove SR 1 median crossover. Add NB SR 1 acceleration lane. | Improve safety                                              |
| <b>Road Upgrades</b>              | (1) <u>Kirby Rd</u> (from RD 14 to Cedar Beach Rd)<br>(2) <u>Bucks Rd</u> – (from Sapp Rd to Cedar Neck Rd)<br>(3) <u>Sapp Rd</u> (from Bucks Rd to Cedar Beach Rd)<br>(4) <u>Cedar Neck Rd</u> (from Sapp Rd to SR 1)<br>(5) <u>Sharps Rd</u> (from 1 mile north of SR 1 to SR 1)<br>(6) <u>Business Route 1</u> (from Wilkins Rd to SE Front St)<br>(7) <u>Cedar Beach Rd/SR 36</u> (from Sapp Rd Business Route 1) | Improve to a minimum of two 11 ft travel lanes and 5 ft shoulders                                               | Improve safety, reduce delay, enhance multi-modes of travel |
| <b>Smart Growth</b>               | Master Plan Study Area                                                                                                                                                                                                                                                                                                                                                                                                | Assist City with integration of smart growth transportation designs and principles                              | Enhance quality of life                                     |

**Table 8.2 – Transportation Recommendations (cont.)**

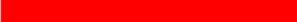
|               |                                                                         |                                          |                                                                                                                                                                                                                                               |
|---------------|-------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policy</b> | Master Plan study area                                                  | Transportation Investment District (TID) | (1) Coordination of land use and transportation projects as per DelDOT Complete Streets Policy<br><br>(2) Private / Public partnership to identify and share costs associated with required capital transportation projects within study area |
| <b>Policy</b> | Master Plan study area                                                  | Development Ordinances                   | Efficient use of land use and transportation design standards                                                                                                                                                                                 |
| <b>Policy</b> | Assist City of Milford with drafting a traffic impact study requirement | City code                                | Collection of existing and projected traffic data                                                                                                                                                                                             |



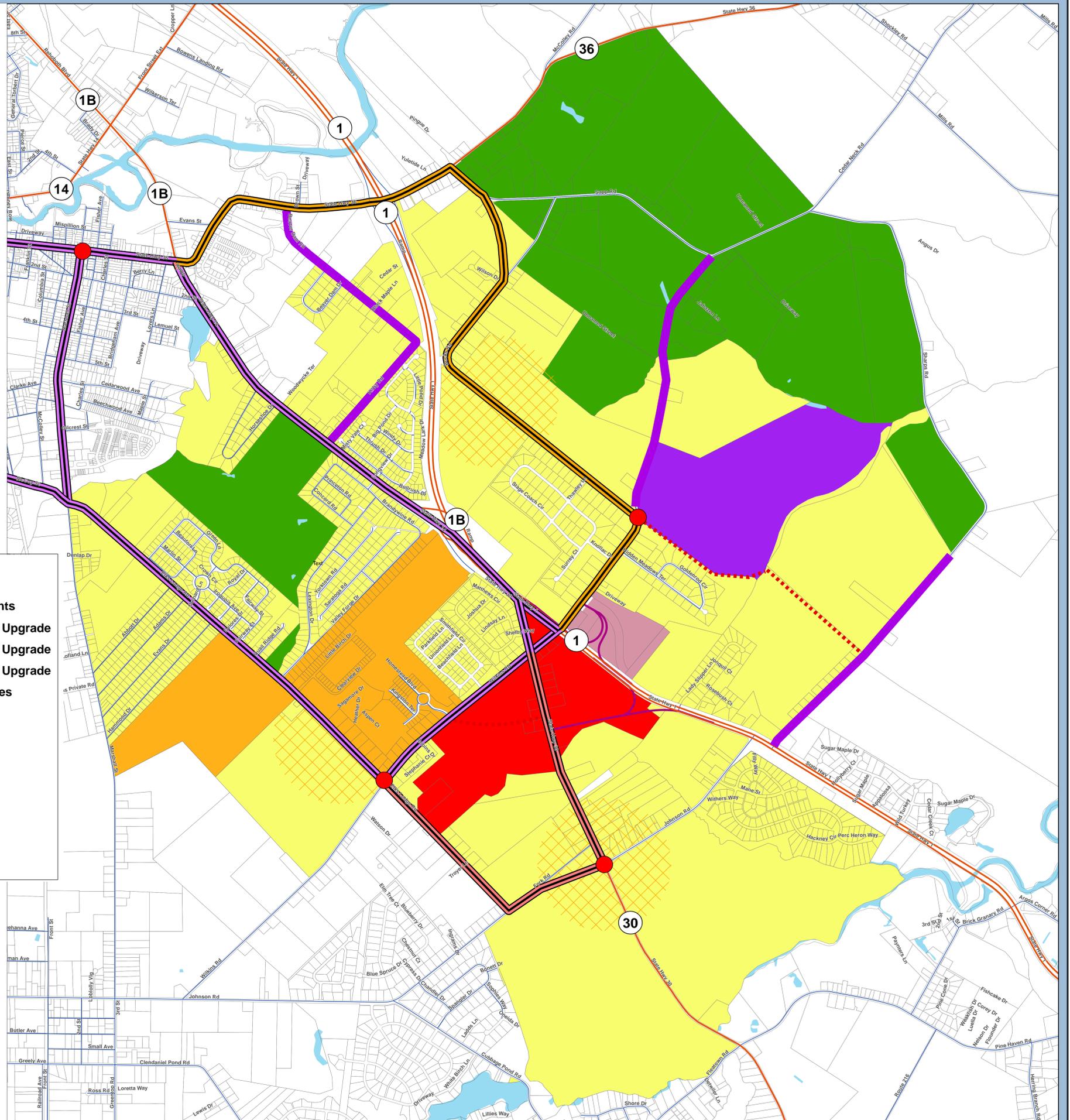
# Milford South East Neighborhood Master Plan

## Map #4 Transportation Recommendations

### Legend

-  Proposed Intersection Improvements
-  Phase 1 - Transit Circulator / Road Upgrade
-  Phase 2 - Transit Circulator / Road Upgrade
-  Phase 3 - Transit Circulator / Road Upgrade
-  Proposed Additional Road Upgrades
-  Proposed New Connector Roads\*
-  Residential - Low Density
-  Residential - High Density
-  Open Space Agricultural
-  Innovation Park
-  Commercial
-  TDR Receiving Areas
-  DeIDOT Owned Property

Map created by DelDOT Division of Planning  
\*Conceptual alignment subject to change



## Chapter 9

### Water and Sewer Infrastructure

One responsibility of the City of Milford for the SE Neighborhood is the planning, financing, and construction of public utilities for this area. These public utilities include water, sewer and electricity.

The City of Milford has engaged the engineering firm of Davis, Bowen, and Friedel to prepare the water and sewer extensions East of Route 1. After reviewing proposed and existing development, DB& F has prepared cost estimates and schematic drawings showing the proposed location of these public utilities (see Map 5).

#### **Public Water System Improvements**

The water extensions include a new elevated storage facility and a new proposed well either east of SR 1 or west of SR 1 depending on the flow rates, easements, and approval from DNREC. Addition water facilities include extension of a 12" water line from an existing connection near Meadows at Shawnee running southward near the three major properties east of SR 1 (Dugan Property, Isaac Property, and the Mill's Property) then westward along Johnson Road until it meets Cedar Creek Road. At this intersection the water line is reduced to a 10" water line then continues in a westerly direction until it meets Elks Lodge Road. At Elks Lodge Road it continues in a northerly direction until it connects with an existing water line near the Orchard Hills development. This proposed extension of the water utility into the SE East Planning area includes addition wells and will loop with the existing City of Milford water system providing improved water provisions, storage capabilities, and fire fighting capabilities.

The estimated cost of these improvements according to DB&F is approximately \$3.5 million dollars. Presently the City of Milford has funding in place through the U.S. Department of Agriculture for the construction of these water facilities.

#### **Public Sewer System Improvements**

Regarding the proposed sewer extensions for the SE Planning Area, again DB&F has provided cost estimates and schematic drawings showing the proposed location of these public utilities. The sewer extensions include the construction of a proposed 12" force main from an existing 18" force main near the Meadows of Shawnee along Rehoboth Blvd. running eastward then southward along the Dugan property which would serve the area east of DEL 1. Additional construction in this area would include the erection of a Pump Station on the Isaac's property.

Proposed sewer extension for the area west of DEL 1 include the construction of 12" force main near the Meadows at Shawnee on Rehoboth Blvd. continuing southward along Rehoboth Blvd. then along the right-of-way of DEL 1 near the Matlinds Estate housing development, then southward along Cedar Creek Road. This proposed sewer extension would serve all the proposed development west of DEL 1 and south of existing development within the corporate limits of the City of Milford (see Map 6).

Costs estimates prepared by DB&F for this sewer extension amount to \$3.6 million dollars.

### **Electric Utility**

Electric serve would be provided by the City of Milford's Electric Department on an as needed basis according to submitted and approved development plans.



# Milford South East Neighborhood Master Plan

## Map #5 Land Use & Water

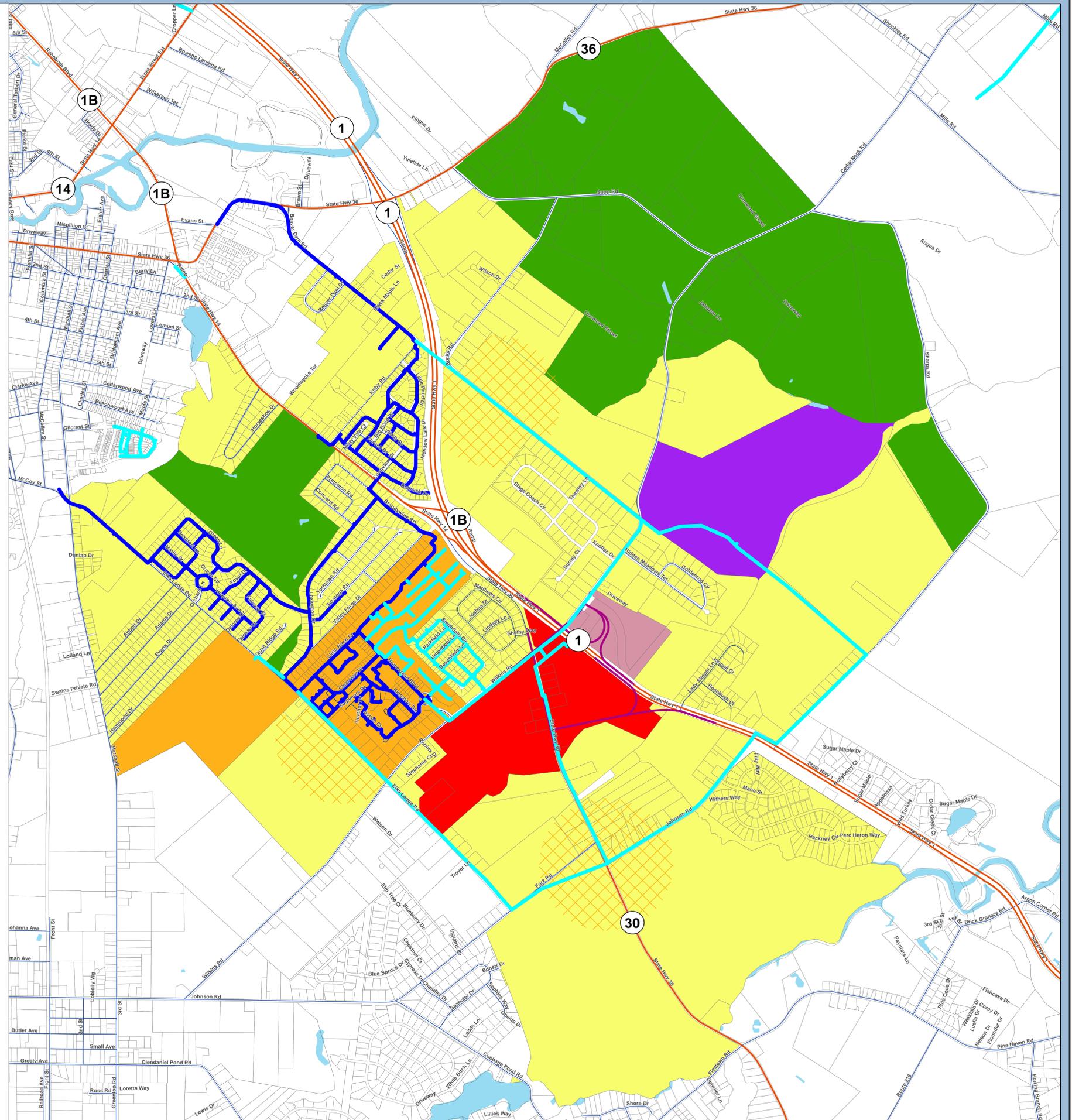
### Legend

-  Residential - Low Density
-  Residential - High Density
-  Open Space Agricultural
-  Innovation Park
-  Commercial
-  TDR Receiving Areas
-  DeIDOT Owned Property
-  Existing Water System
-  Proposed Water System Extension

Map created by DelDOT Division of Planning



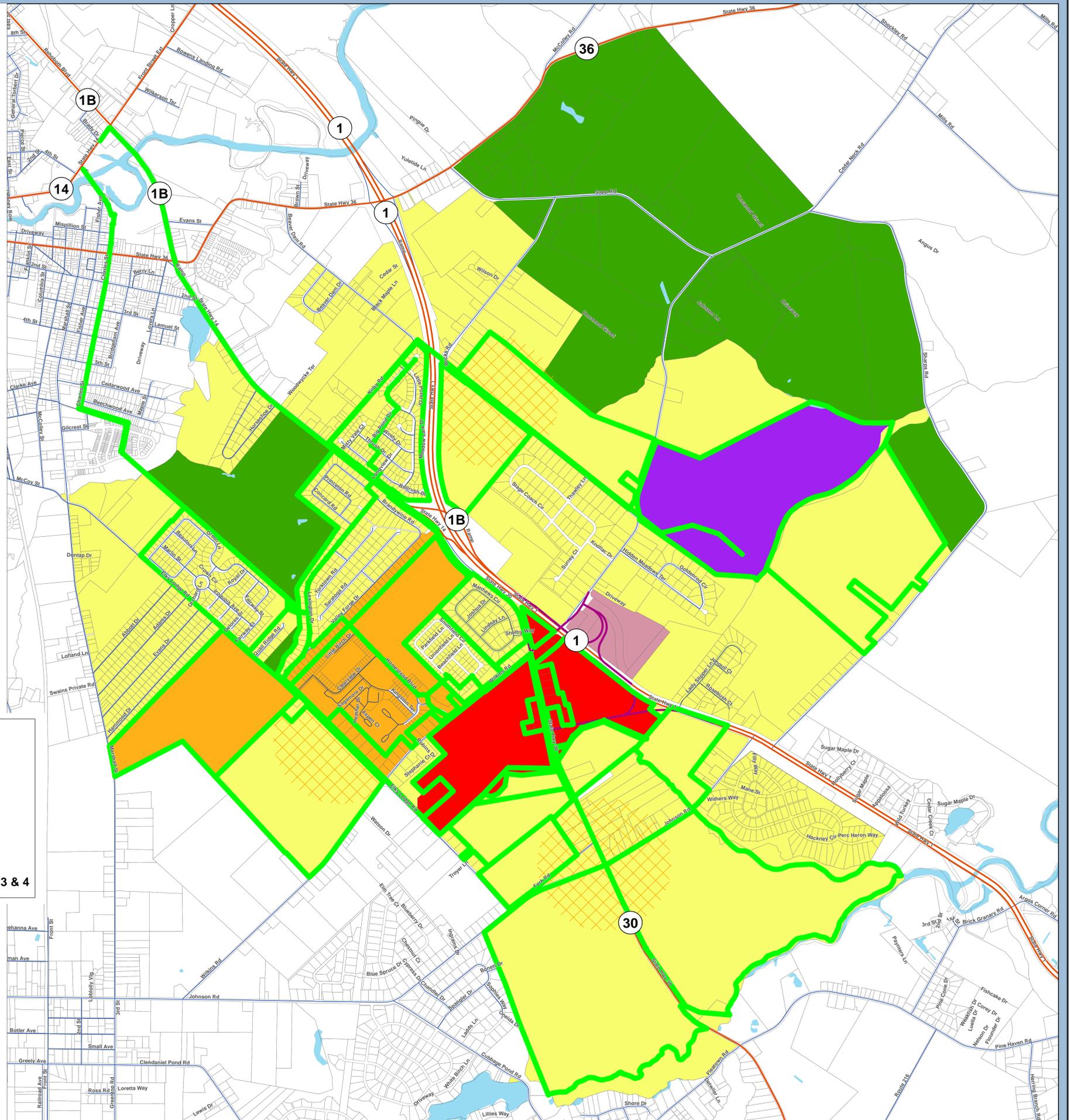
0 0.25 0.5 1 Miles





# Milford South East Neighborhood Master Plan

## Map #6 Land Use & Sewer



**Legend**

- Residential - Low Density
- Residential - High Density
- Open Space Agricultural
- Innovation Park
- Commercial
- TDR Receiving Areas
- DeIDOT Owned Property
- Proposed SE Sewer Extension Phases 3 & 4

Map created by DeIDOT Division of Planning



## Chapter 10

### Design Guidelines

1. The Department recommends the city require any property developed adjacent to land designated Open Space Agriculture to include a forested buffer between the property and adjacent farmland. This is already required by Sussex County. As a courtesy to Sussex County, the DDA Forest Service reviews the effectiveness of the buffer, and makes a recommendation to the County on whether or not to accept the buffer as is, or require modifications. The Department would offer the same service to the City.
2. In addition to a forested buffer requirement, the Department also asks that the City work with developers on where they “mass” their houses or buildings. Whenever practicable, the Department requests that the City require developers to cluster their approved building lots, and place as much of the residual community open space near adjacent farm parcels. This would further help eliminate or mitigate any conflict that may arise from dissimilar land uses.
3. As each new project is proposed, the City, DNREC, DeIDOT and the developer should coordinate to discuss opportunities to develop shared stormwater management facilities that integrate best practices for maximum flood protection and water quality protection and enhancement.
4. Utilize green technologies to manage stormwater. Green technology stormwater management is a best practice that uses the natural processes of vegetation to filter stormwater and take up harmful pollutants, improve groundwater recharge without expensive infrastructure.
5. Minimize the removal of trees within the Cedar Creek Natural Area to the greatest extent possible with the goal of preserving 100% of existing trees and all contiguous forested blocks (a map of this area was unavailable at time of publication).
6. Provide buffers to the Cedar Creek Natural Area. Prohibit additional development within 300 ft. of the existing Natural Area (a map of this area was unavailable at time of publication).

7. Do not place storm water structures in the Cedar Creek Natural Area (a map of this area was unavailable at time of publication).
8. Incorporate sidewalks, bike lanes, and multi-modal paths in the Master Plan Area in accordance with Chapter 8, Transportation and the Milford Pedestrian/Multi-Modal Master Plan.
9. Specific Conservation Areas, Area One (see Chapter 5 and Map 5.3, Area One)
  - a. Avoid building and/or stormwater infiltration in the area of excellent recharge
  - b. Limit intense development to the upland portion of the parcel; the eastern portion should be used for passive recreation and open space.
  - c. We recommend that the Downer and Ingleside soils in Area One be the preferred location for stormwater infiltration.
10. Specific Conservation Areas, Area Two (see Chapter 5 and Map 5.4, Area Two)
  - a. Protect the forested wetlands that are mapped in the southern end of Area Two, on both sides of Route 30. Because of the falling elevations from the north end of this area toward the mapped wetlands, we advise that optimal stormwater management would be constructed wetlands or other green technology best management practices in the area immediately north of the forested wetlands, on either side of Route 30.
  - b. The wooded section in this area also supports Key Wildlife Habitat. We recommend generous riparian buffers (300 feet or greater) to protect water quality and preserve forested areas surrounding the tributaries of Cedar Creek to enable these rare species to thrive.
11. Specific Conservation Areas, Area Three (see Chapter 5 and Map 5.5, Area Three)
  - a. Provide at least a 300 foot upland buffer primarily due to the presence of or potential for swamp pink. The buffer would also be instrumental in protecting the Atlantic White Cedar wetlands as well as achieving the Total Maximum Daily Load (TMDL) pollution limits for this portion of the Mispillion watershed.

# Chapter 11

## Implementation

### Commitments:

#### **The City of Milford**

1. The City will develop and adopt an ordinance to enable to use of transfer of development rights credits (TDRs) in receiving zones. This ordinance will enable developers build at up to eight (8) units per acre by-right through the purchase of TDR credits from farms in the sending areas.
2. A stormwater utility is a legal and financial structure to allow stormwater management facilities to be constructed, managed and maintained in common by a local government or other entity. This master plan area is well suited to such a utility, although there are many ways to structure such an entity. Both the City and DNREC agree to explore this option in more detail as this area develops in accordance with this master plan.
3. The City will construct a public water system as described in Chapter 9 to serve the Master Plan Area. This is a funded project.
4. The City will design and permit a sewer system to serve the Master Plan Area as described in Chapter 9. Private developers will be responsible for funding and constructing this system. The City will discuss various financing and construction options with any developer.

#### **Delaware Department of Agriculture**

1. The Delaware Department of Agriculture (DDA) and the Delaware Agricultural Lands Preservation Foundation (DALPF) will partner with the City to establish a Transfer of Development Rights program as described in the Agricultural Preservation chapter of this document (Chapter 4).
2. By partnering with the DALPF, the City will avoid the initial financial expenditures required to preserve a parcel of land. These expenditures include paying to survey the property, paying the legal costs of a real estate settlement, and other associated administrative costs. The DALPF would bear those costs.
3. The City would avoid the future obligation of monitoring the preserved farms to make sure they remain in compliance with the preservation agreement (easement). The DALPF would assume that responsibility, and would add any properties preserved by Milford to the hundreds of permanently preserved farms it already monitors. In

addition, should any future litigation be required to uphold the preservation easement, the City would not have to incur any legal costs.

4. DDA will assist the City in the creation and administration of a TDR bank as described in the Agricultural Preservation chapter of this document (Chapter 4). This includes assistance with appraisals to set the fair market value of TDR units.
5. In addition to any funds the City would have for agricultural preservation and the TDR bank, they would also be eligible for state-matching funds from the DALPF, as well as any federal matching funds from United States Department of Agriculture (USDA) Farm and Ranch Lands Protection Program (FRPP). As allowed by law, these matching funds would be awarded to the city based on availability. If the City were able to capture state and federal matching funds, they could significantly leverage their funds with additional money, and preserve additional farm land.

#### **Delaware Department of Natural Resources and Environmental Control (DNREC).**

1. There is an opportunity for greater communication and coordination between DNREC and DelDOT with regards to stormwater management and road improvements. This coordination will be ongoing throughout the development of this master plan area. Opportunities to share facilities and streamline the review process will be continually evaluated and implemented as individual properties within the master plan area develop and re-develop. Streamlined review and approval processes will only be available in return for implementing “best practice” designs.
2. DNREC will work with the City to explore and implement the concept of a stormwater utility in the master plan area as development occurs.

#### **The Delaware State Housing Authority (DSHA)**

If requested, the DSHA stands ready to assist in the development of affordable housing opportunities in the Master Plan Area in the following ways:

1. Work with the Office of State Planning Coordination to further refine our criteria for tax credits, which may give more weight to Master Plan areas such as this one in the future.
2. Continue to provide developers information and resources through our Affordable Housing Resource Center and other sources.
3. Work with the City and the Office of State Planning Coordination on the development of ordinances, such as Form Based Codes, to ensure quality design in the Master Plan Area.
4. Participate with the City on future grant applications to facilitate development in the Master Plan Area.

### **The Delaware Department of Transportation (DelDOT)**

1. DelDOT will fund and construct the grade separated interchange at SR 1 and Route 30 as per the current Capital Transportation Plan. The current timeline involves construction in 2012 and 2013, with completion in late 2013. Please note that the CTP is subject to amendment annually.
2. Work with the City of Milford to adopt this master plan area as a Transportation Improvement District (TID) to enable equitable and timely funding for roadway improvements within the area in accordance with the recommendations in this Master Plan.
3. DelDOT will work with the City to ensure that the road improvements identified in this report are implemented by the public and / or private sector in a phased manner that is paced with the timing of development activities.

### **Requirements:**

#### **Division of Historical and Cultural Resources: Delaware State Historic Preservation Office**

1. Any project that involves Federal funds or permits must comply with Section 106 of the National Historic Preservation Act.
2. The State Antiquities Act requires that archaeological excavations on state-owned or controlled lands must be done under a permit from the Director of DHCA.
3. Any un-marked human remains that are disturbed during construction must be respectfully handled in conformance with the Delaware Unmarked Human Remains Act.

### **Recommendations:**

#### **Recommendations for Implementation of Agricultural Preservation:**

1. The Department recommends the city require any property developed adjacent to land designated Open Space Agriculture to include a forested buffer between the property and adjacent farmland. This is already required by Sussex County. As a courtesy to Sussex County, the DDA Forest Service reviews the effectiveness of the buffer, and makes a recommendation to the County on whether or not to accept the buffer as is, or require modifications. The Department would offer the same service to the City.
2. In addition to a forested buffer requirement, the Department also asks that the City work with developers on where they “mass” their houses or buildings. Whenever

practicable, the Department requests that the City require developers to cluster their approved building lots, and place as much of the residual community open space near adjacent farm parcels. This would further help eliminate or mitigate any conflict that may arise from dissimilar land uses.

3. The Department asks that the city review its zoning ordinances for compatibility with future agricultural business or agricultural related uses. It is important to provide provisions and flexibility in the zoning code to accommodate future agricultural related activities.
4. The Department would note that all properties enrolled in the state's farmland preservation program are afforded the protections listed in Appendix 3. In addition, Sussex County adopted a "mirror" ordinance to provide these protections to all farms located in Sussex County. These protections should be considered during the city's planning process in an attempt to place more compatible land uses next to properties engaged in agriculture. In addition, there is a restriction on the location of water wells in DNREC's regulations that should be considered.

### **Recommendations for Protection of the Cedar Creek Natural Area**

1. Sections of the wooded areas of the Milford Southeast Master Plan Area are part of the Cedar Creek Natural Area (see Map 5.1). All developments near or adjacent to this Natural Area are recommended to follow the design guidelines regarding protection of the Natural Area, found in Chapter 5.
2. Cedar Creek Nature Preserve is adjacent to the south end of the Southeast Planning Area (see Map 5.1). A number of rare species can be found in association with this habitat type. To protect the rest of this contiguous forest area it should be preserved as a Nature Preserve. A Nature Preserve is a special designation that provides additional protection for this important natural resource area. Such a designation would be achieved with the assistance of the State Office of Nature Preserves within DNREC. Should these areas be annexed as envisioned by the Master Plan, Milford will work with private landowners and the State Office of Nature Preserves to promote the dedication of the Natural Area as a Nature Preserve.

### **Recommendations for the Protection of Specific Conservation Areas**

1. When designing development projects within Specific Conservation Areas One, Two and Three (see Chapter 5 and Maps 5.3, 5.4 and 5.5) the land developers and the City will collaborate and coordinate to ensure that the specific design guidelines related to these important conservation areas are incorporated into the site designs. The design guidelines are specifically listed in Chapter 10.

#### **Transportation Recommendations**

1. Upgrade primary circulation and transit routes (see Chapter 8, and Map 4) to 11 foot lanes and 5 foot shoulders.
2. Along these same routes, construct bicycle and pedestrian improvements to ensure interconnectivity, multi-modal connections and “complete streets.”
3. In order to accommodate increased traffic from new development activities, upgrade the intersections identified in Chapter 8 and shown on Map 4.
4. Encourage the use of TDRs to enable higher density developments (up to 8 du/acre) at the designated TDR receiving areas. These areas are planned around bus stops to enable the transit improvements envisioned to operate smoothly.

## Signatures:

The undersigned agree to honor the above stated commitments, agreements, requirements and recommendations as they relate to the development and preservation of land within the Milford South East Neighborhood Master Plan area. This document, including text and maps, shall guide land development, agricultural preservation, environmental protection, and infrastructure investments in the Southeast Neighborhood Master Plan Area described herein. This document shall be in full force and effect until such time as all parties reconvene and mutually consent to amend this document and the commitments, agreements, requirements and recommendations.

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Mayor, City of Milford

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Director, Office of State Planning Coordination

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Secretary, Delaware Department of Agriculture

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Secretary, Delaware Department of Natural Resources and Environmental Control

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Secretary, Delaware Department of Transportation

## Appendixes

Appendix 1. South East Neighborhood Master Plan Land Use Scenarios Comparison

Appendix 2. TDR Sending and Receiving Area Analysis

Appendix 3. Proposed Agricultural Use Protections

Appendix 4. Historic and Cultural Resources in or Near the Master Plan Area

# Appendix 1.

## South East Neighborhood Master Plan Land Use Scenarios Comparison

South Milford Master Plan  
SE Neighborhood Land Use Scenarios - Demographic Comparative Analysis  
April 2011

| Build-Out Results                 | Existing Land Use | Master Plan Build-Out Scenarios                                                                |                                                                                                  |                                         |                                         |            | Milford Camp Plan<br>(SE Neighborhood) |
|-----------------------------------|-------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------|------------|----------------------------------------|
|                                   |                   | SE Neighborhood<br>Public Option<br>Preferred (ALTY<br>Scenario) <sup>1</sup><br>October, 2009 | SE Neighborhood<br>Main Plan<br>Preferred (Preferred<br>Scenario) <sup>2</sup><br>December, 2010 | Growth 2020 <sup>3</sup><br>April, 2011 | Growth 2030 <sup>4</sup><br>April, 2011 | July, 2008 |                                        |
| Build-Out Numeric: Dwelling Units | 1,943             | 7,626                                                                                          | 11,768                                                                                           | 2,436                                   | 2,409                                   | 35,082     |                                        |
| Build-Out Numeric: Buildings      | 1,943             | 6,813                                                                                          | 10,103                                                                                           | 2,419                                   | 2,409                                   | 7,578      |                                        |
| Build-Out Numeric: Floor Area     | 0                 | 992,000                                                                                        | 2,982,000                                                                                        | 180,000                                 | 1,185,000                               | 3,970,000  |                                        |
| <b>RESIDENTIAL:</b>               |                   |                                                                                                |                                                                                                  |                                         |                                         |            |                                        |
| Dwelling Units                    | 1,943             | 7,626                                                                                          | 11,768                                                                                           | 2,436                                   | 2,409                                   | 35,082     |                                        |
| Residents                         | 4,796             | 19,469                                                                                         | 30,779                                                                                           | 5,962                                   | 7,296                                   | 89,659     |                                        |
| Children                          | 1,900             | 3,882                                                                                          | 4,882                                                                                            | 1,698                                   | 1,684                                   | 4,414      |                                        |
| Residential Tract                 | 184,292           | 796,592                                                                                        | 1,153,092                                                                                        | 234,592                                 | 287,492                                 | 1,384,992  |                                        |
| Residential VTD                   | 19,400            | 76,200                                                                                         | 114,596                                                                                          | 24,400                                  | 29,596                                  | 134,400    |                                        |
| Residential Water Withdraw        | 582,900           | 2,287,800                                                                                      | 3,530,700                                                                                        | 770,200                                 | 881,700                                 | 4,524,900  |                                        |
| Residential Water Use             | 582,900           | 2,287,800                                                                                      | 3,530,700                                                                                        | 770,200                                 | 881,700                                 | 4,524,900  |                                        |
| <b>NONRESIDENTIAL:</b>            |                   |                                                                                                |                                                                                                  |                                         |                                         |            |                                        |
| Commercial Floor Area (SQAFT)     | 0                 | 995,000                                                                                        | 2,985,000                                                                                        | 180,000                                 | 1,185,000                               | 3,970,000  |                                        |
| Employers <sup>5</sup>            | 262               | 2,532                                                                                          | 4,875                                                                                            | 726                                     | 1,814                                   | 30,275     |                                        |
| Commercial Taxes                  | 0                 | 48,528                                                                                         | 137,005                                                                                          | 7,368                                   | 62,317                                  | 320,823    |                                        |
| Commercial VTD                    | 0                 | 24,879                                                                                         | 70,092                                                                                           | 4,005                                   | 30,891                                  | 179,000    |                                        |
| Commercial Water Withdraw         | 0                 | 32,879                                                                                         | 70,138                                                                                           | 8,005                                   | 30,134                                  | 188,000    |                                        |
| Commercial Water Use              | 0                 | 42,094                                                                                         | 87,698                                                                                           | 10,005                                  | 37,699                                  | 232,592    |                                        |

<sup>1</sup> Existing Land Use Scenario employees are calculated as home-based employees, therefore no associated nonresidential space.

<sup>2</sup> SE Neighborhood "Preferred (ALTY) Scenario" - composite of scenarios developed at Public Workshops, October, 2009

<sup>3</sup> SE Neighborhood "Preferred (Preferred)" Public Option composite model December 2010 by City of Milford Planning office reviewing State Agency input & FDU5 project constraints

<sup>4</sup> Growth 2020 and Growth 2030 Scenarios assume a growth rate of 2% per year

Source: UD-SECC Community Land Use Model

Analysis performed by the University of Delaware, Sustainable Coastal Communities (SCCC) Program, 2011

SE\_Neighborhood\_Indicator\_2348W11\_UD

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## Appendix 2 TDR Sending and Receiving Area Analysis

**TDR Sending Area Analysis for Select Parcels East of Milford**

| Parcel Number                | Owner Name                           | LESA Score        | Acres         | Zoning Yield <sup>1</sup> | Build Yield <sup>2</sup> | Septic Yield <sup>3</sup> |
|------------------------------|--------------------------------------|-------------------|---------------|---------------------------|--------------------------|---------------------------|
| 330-12.00-10.00              | Ruth Williams                        | 185.08            | 60            | 120                       | 78                       | 78                        |
| 330-08.00-47.00              | Richard Fay Shockley                 | 220.19            | 14.7          | 28                        | 19                       | 19                        |
| 330-12.00-08.00              | GW Shockley & Sons, Inc.             | 222.51            | 117.4         | 235                       | 153                      | 99                        |
| 330-08.00-28.00              | Alan and Arenath Mills               | 172.61            | 46.2          | 92                        | 60                       | 60                        |
| 330-08.00-24.00              | Beverly & Louis O'Day                | 189.26            | 41.29         | 101                       | 66                       | 66                        |
| 330-12.00-01.03              | Howard & Katherine Webb <sup>4</sup> | 210.7             | 118.18        | 236                       | 153                      | 99                        |
| 330-12.00-01.02              | Howard & Katherine Webb <sup>4</sup> | Part of 330-12.00 |               |                           |                          |                           |
| 330-12.00-01.02 (Unit 21805) | Howard & Katherine Webb <sup>4</sup> | Part of 330-12.00 |               |                           |                          |                           |
| 330-12.00-01.00              | BKW Farm Limited                     | 181.54            | 66.8          | 132                       | 86                       | 86                        |
| 330-08.00-19.00              | Alan & Arenath Mills                 | 192.19            | 85.5          | 170                       | 111                      | 99                        |
| 330-08.00-19.02              | Alan & Arenath Mills                 | 192.19            | 16.3          | 32                        | 21                       | 21                        |
| 330-08.00-20.00              | Warnock Farms, LLC                   | 232.5             | 105.6         | 210                       | 137                      | 99                        |
| 330-07.00-75.00              | GW Shockley & Sons, Inc.             | 184.27            | 48.4          | 96                        | 63                       | 63                        |
| <b>Totals</b>                |                                      |                   | <b>720.37</b> | <b>1,452</b>              | <b>947</b>               | <b>789</b>                |

<sup>1</sup> Sussex County AR-1 zoning provides for 2 units to the acre  
<sup>2</sup> In practice, the average subdivision yields 1.3 units per acre  
<sup>3</sup> Del Code Title 7, Chapter 60 limits the number of individual on-site septic systems to 99; a community wastewater system is required to achieve the max. dwelling units allowed by zoning.  
<sup>4</sup> Existing Agricultural District

**Milford TDR Receiving Areas  
Located within 1/4 Mile of Public Transportation Nodes**

| Node         | Acres      | Base Zoning<br>3 DUs/acre | TDR Zoning<br>8 DUs/acre | Additional DUs<br>through TDR use |
|--------------|------------|---------------------------|--------------------------|-----------------------------------|
| 1            | 58         | 174                       | 696                      | 522                               |
| 2            | 118        | 354                       | 1416                     | 1062                              |
| 3            | 104        | 312                       | 1248                     | 936                               |
| <b>Total</b> | <b>280</b> | <b>840</b>                | <b>2240</b>              | <b>1,400</b>                      |

## Appendix 3

### Proposed Agricultural Use Protections

The following is sample language that the Delaware Department of Agriculture recommends the City of Milford integrate into their review of any subdivision located adjacent to an Agricultural Preservation District:

The proposed development is near two properties currently enrolled in the State's Agricultural Lands Preservation Program ( Example: N & M Burton Farm Agricultural District, (Parcel Numbers # 2.34-16.00-11.00 and 2.34-16.00-17.00). Therefore, the activities conducted on these preserved properties will be protected by the agricultural use protections outlined in Title 3, Del. C., Chapter 9. These protections effect adjoining developing properties. The 300 foot notification requirement affects all new deeds in a subdivision located in whole or part within 300 feet of an Agricultural District. Please take note of these restrictions as follows:

§ 910. Agricultural use protections.

(a) Normal agricultural uses and activities conducted in a lawful manner are preferred and priority uses and activities in Agricultural Preservation Districts. In order to establish and maintain a preference and priority for such normal agricultural uses and activities and avert and negate complaints arising from normal noise, dust, manure and other odors, the use of agricultural chemicals and nighttime farm operations, land use adjacent to Agricultural Preservation Districts shall be subject to the following restrictions:

(1) For any new subdivision development located in whole or in part within 300 feet of the boundary of an Agricultural Preservation District, the owner of the development shall provide in the deed restrictions and any leases or agreements of sale for any residential lot or dwelling unit the following notice:

This property is located in the vicinity of an established Agricultural Preservation District in which normal agricultural uses and activities have been afforded the highest priority use status. It can be anticipated that such agricultural uses and activities may now or in the future involve noise, dust, manure and other odors, the use of agricultural chemicals and nighttime farm operations. The use and enjoyment of this property is

expressly conditioned on acceptance of any annoyance or inconvenience which may result from such normal agricultural uses and activities."

(2) For any new subdivision development located in whole or in part within 50 feet of the boundary of an Agricultural Preservation District, no improvement requiring an occupancy approval shall be constructed within 50 feet of the boundary of the Agricultural Preservation District.

(b) Normal agricultural uses and activities conducted in accordance with good husbandry and best management practices in Agricultural Preservation Districts shall be deemed protected actions and not subject to any claim or complaint of nuisance, including any such claims under any existing or future county or municipal code or ordinance. In the event a formal complaint alleging nuisance related to normal agricultural uses and activities is filed against an owner of lands located in an Agricultural Preservation District, such owner, upon prevailing in any such action, shall be entitled to recover reasonably incurred costs and expenses related to the defense of any such action, including reasonable attorney's fees (68 Del. Laws, c. 118, § 2.). In addition, if any wells are to be installed, Section 4.01(A)(2) of the Delaware Regulations Governing the Construction and Use of Wells will apply. This regulation states:

(2) For any parcel, lot, or subdivision created or recorded within fifty (50) feet of, or within the boundaries of, an Agricultural Lands Preservation District (as defined in Title 3, Del. C., Chapter 9); all wells constructed on such parcels shall be located a minimum of fifty (50) feet from any boundary of the Agricultural Lands Preservation District. This requirement does not apply to parcels recorded prior to the implementation date of these Regulations. However, it is recommended that all wells be placed the maximum distance possible from lands which are or have been used for the production of crops which have been subjected to the application of land applied federally regulated chemicals.

Section 1. Chapter 99, Code of Sussex Section 99-6 may also apply to this subdivision. The applicant should verify the applicability of this provision with Sussex County. This Section of the Code states:

G. Agricultural Use Protections.

(1) Normal agricultural uses and activities conducted in a lawful manner are preferred. In order to establish and maintain a preference and priority for such normal agricultural uses and activities and avert and negate complaints arising from normal noise, dust, manure and other odors, the use of agricultural

chemicals and nighttime farm operations, land uses adjacent to land used primarily for agricultural purposes shall be subject to the following restrictions:

(a) For any new subdivision development located in whole or in part within three hundred (300) feet of the boundary of land used primarily for agricultural purposes, the owner of the development shall provide in the deed restrictions and any leases or agreements of sale for any residential lot or dwelling unit the following notice:

“This property is located in the vicinity of land used primarily for agricultural purposes on which normal agricultural uses and activities have been afforded the highest priority use status. It can be anticipated that such agricultural uses and activities may now or in the future involve noise, dust, manure and other odors, the use of agricultural chemicals and nighttime farm operations. The use and enjoyment of this property is expressly conditioned on acceptance of any annoyance or inconvenience which may result from such normal agricultural uses and activities.”

(b) For any new subdivision development located in whole or in part within fifty (50) feet of the boundary of land used primarily for agricultural purposes no improvement requiring and occupancy approval for a residential type use shall be constructed within fifty (50) feet of the boundary of land used primarily for agricultural purposes.

Appendix 4  
Historical and Cultural Resources in or Near the Master Plan Area