



Press Play: Vision 2023

Strategic Plan for the City of Milford, Delaware



Institute for
Public Administration



Press Play: Vision 2023

Strategic Plan for the City of Milford, Delaware



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



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Table of Contents

THE PRELUDE.....	iv	PLANNING FOR TOMORROW	16
City Manager Letter to Residents and Employees	iv	Looking Forward	16
Milford City Council Profile	iv	<i>Priority Areas</i>	17
OVERVIEW	1	<i>Framework</i>	17
Executive Summary.....	1	Public Safety & Preparedness.....	18
The Planning Process	2	Economic Health & Development	21
<i>Vision</i>	3	Mobility & Infrastructure	23
<i>Mission</i>	3	Neighborhoods & Community Services.....	26
<i>Value Statements</i>	4	Fiscal Responsibility & Public Engagement.....	28
OUR CITY.....	5	COMMUNITY INVOLVEMENT	30
City Profile.....	5	Community Partners	30
<i>Population</i>	5	Community Conversations Participants.....	31
<i>Economy</i>	6	TERMS	32
<i>Government Structure</i>	6	Glossary.....	32
Directory for City Departments	7	APPENDICES.....	34
Organizational Chart	8	A: NCS Community Livability Report	34
UNDERSTANDING TODAY	9	B: NCS Dashboard Summary Of Findings	47
Where Are We Now?	9	C: NCS Technical Appendices.....	51
<i>Existing Plans</i>	9	D: Community Conversations Questions.....	97
Community Engagement.....	11		
<i>National Citizen Survey</i>	11		
<i>Community Conversations</i>	13		
<i>Discussions With Council Members, Department Heads, and Staff</i>	15		

City Manager Letter to Residents and Employees

Our Strategic Plan is the culmination of months of work by many partners. It will help guide the City of Milford for years to come. Many residents, community members, business persons, and City staff contributed their ideas, goals, and strategies for achieving a collective vision for the future of Milford.

I hope our community will stay connected with this plan and the City as we implement it to achieve our collective vision.

Since 2016, when the goal for developing this plan was first established, our Mayor and City Councilmembers have been involved in all stages of the process. I sincerely appreciate their dedication and support of this plan.

I am proud of the important work our management team and City employees do each and every day to serve our residents, community members, and the business community. With this plan as a roadmap, staff and I will continue to help our elected officials shape a future for Milford we can all be proud of. We are committed to regularly reporting on our progress and linking this plan to employee performance and budgetary decision making.

Finally, let me extend my appreciation to Leann Moore and Fran Fletcher of the University of Delaware's Institute for Public Administration (IPA) and to ICMA Local Government Management Fellow, Evan Miller, for facilitating and guiding the process and working with elected officials, community members, and staff to create this plan.

Sincerely,



Eric Norenberg
City Manager

Milford City Council Profile



Mayor Bryan Shupe

4 Years of Service as Mayor and 1 as Council Member

Mayor@milford-de.gov

Arthur J. Campbell

Ward One

2 Years of Service

acampbell@milford-de.gov

Owen S. Brooks J.

Ward Three

36 Years of Service

obrooks@milford-de.gov

Christopher H. Mergner

Ward One

4 Years of Service

cmergner@milford-de.gov

**Douglas E. Morrow Sr.,
Vice Mayor**

Ward Three

29 Years of Service

dmorrow@milford-de.gov

James F. Burk

Ward Two

3 Years of Service

JBurk@milford-de.gov

James O. Starling Sr.

Ward Four

19 Years of Service

jstarling@milford-de.gov

Lisa Ingram Peel

Ward Two

3 Years of Service

lpeel@milford-de.gov

Katrina E. Wilson

Ward Four

24 Years of Service

kwilson@milford-de.gov

To contact your elected official via telephone, please call City Hall at (302) 422-1111. For updated contact information for current elected officials, please access the City Website at www.cityofmilford.com/175/Member-Information. Note: Residents must be registered to vote in the City of Milford to participate in elections.





Executive Summary

In September 2016, the City of Milford embarked on a strategic planning effort. This planning process culminated in the Spring of 2018 with the findings published in this report. The following pages are the result of deliberate and collaborative efforts to understand the needs and concerns of all its citizens.

The Strategic Plan strives to create an organizational framework that will be used to drive effective decision-making for City Council and City management through the next five years. This framework lays the foundation for allocating financial and staffing resources, as well as proactively managing natural and environment resources, in order for the City of Milford to thrive and grow.

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

Though a deliberate community-engagement process, Milford's residents identified **five priority areas**, which are essential for continually improving the City and meeting the needs of residents, businesses, and other stakeholders:

- 1. Public Safety and Preparedness**
- 2. Economic Health and Development**
- 3. Mobility and Infrastructure**
- 4. Neighborhoods and Community Services**
- 5. Fiscal Responsibility and Public Engagement**

This plan outlines the City's **goals** in each of the priority areas, how the City's departments will implement action plans to meet these community goals, as well as sets a timeframe for achievement.

The Planning Process

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

Over the course of the last two years, the Milford City Council and City staff have worked with the Institute for Public Administration (IPA) at the University of Delaware to develop a better, more comprehensive understanding of the City's current capacity (strengths, weakness, opportunities, and threats) to develop forward-thinking vision, mission, and value statements.

City Councilmembers participated in individual interviews with an IPA facilitator between August 8–19, 2016. These interviews garnered each Councilmember's views of the City's strengths, weaknesses, threats, and opportunities. Then, at a day-long retreat on September 17, 2016, the City Council had a group discussion about these opinions. This discussion led into a goal-setting exercise, in which Councilmembers were encouraged to set short, 1–2 year goals and long 5–10 year goals for the City.

During this discussion, Councilmembers identified ten priority areas:

1. **Economic Growth & Development**
2. **Encourage & Manage Growth**
3. **Fiscal Policies**
4. **Capital Improvements & Infrastructure Planning**
5. **Public Safety**
6. **Transportation**
7. **Code Enforcement**
8. **Public Works**
9. **Connectivity for the Entire City**
10. **Human Resources Management**

Overview

These priorities informed the questions and areas of focus during the community engagement portion of the strategic planning process. A variety of methods were used when garnering resident and stakeholder input. Community engagement outreach included conducting a National Citizen Survey of residents in the summer of 2017, 18 Community Conversations during November and December of 2017, and the opportunity for residents and stakeholders to submit comments online.

Based on the information gathered, City Council met again in February of 2018 to develop vision, mission, and values statements for the City.

- A **vision** is a general statement that presents a timeless, inspirational view for the ideal future of our City.
- A **mission** is a statement of the purpose of the City; it's reason for existing.
- **Value statements** outline the City's core principals, used to create a positive image among residents, employees, and stakeholders.

City of Milford

VISION

*Small town feel,
big time opportunities.*

MISSION

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

VALUE STATEMENTS

Open and Honest Communication

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

Reliability

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

Respect for Diversity and Equity

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

Stewards of Our Resources

Make the best use of resources, in the short- and long-term.

Commitment to Excellence

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

City Profile

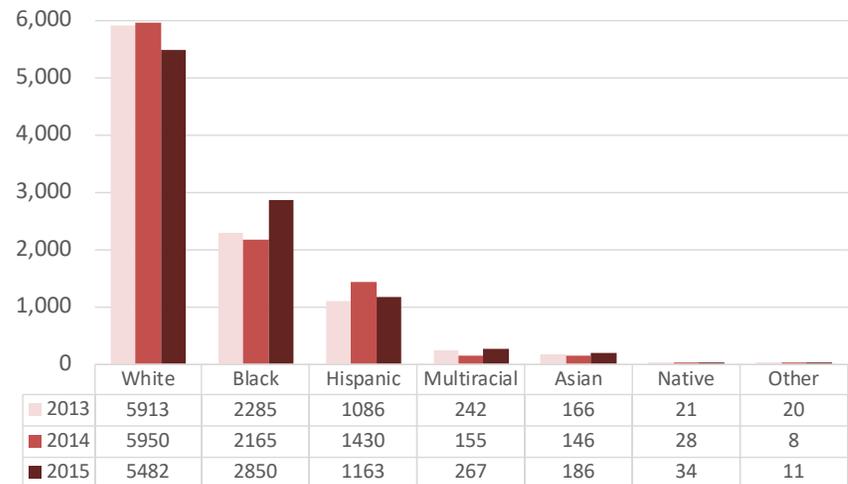
With 10,979 residents, the City of Milford is a diverse community, spanning 9.86 square miles between Kent and Sussex Counties. Over the past decade, Milford has experienced consistent growth in both its population and economy.

Milford is proud of the fact that it has one of the fastest growing populations in the State of Delaware. Based upon some of the latest data available, Milford boasted a nearly 15% rate of growth between 2010 and 2016 and subsequently had a 3.56% growth in employment between 2014 and 2015.

Population

Between 2013 and 2015, Black, Hispanic, Multiracial, Asian, and Native ethnic groups all showed growth (see Figure 1). The median age in Milford is 38; almost two years younger than that of the median age in the State of Delaware (39.7).

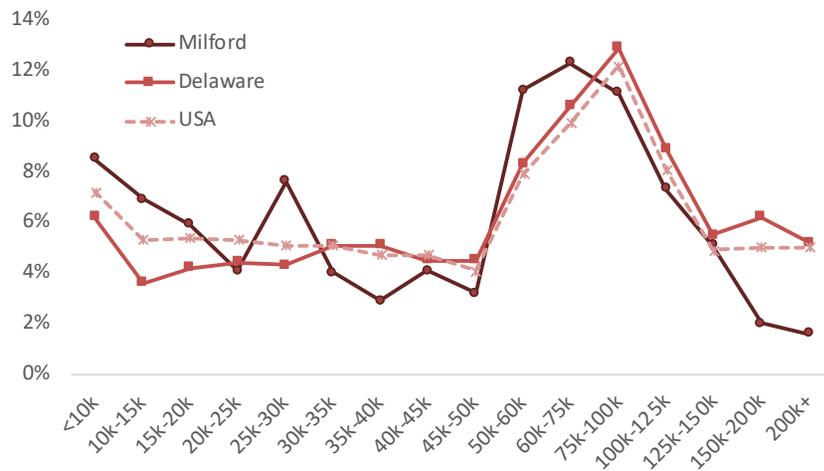
Figure 1. Milford Race/Ethnic Distribution: 2013–2015



Economy

The median household income in Milford is \$15,887 lower than the state average and \$10,407 lower than the national average (see Figure 2). Between 2014 and 2015, there was a 4.2% decline in Milford’s homeownership rate. This is lower than the state and national average for homeownership. As of 2015, 47.7% of the households in the City of Milford pay below \$800 in taxes. This is lower than both the state and national averages.

Figure 2. Median Income: 2013–2015



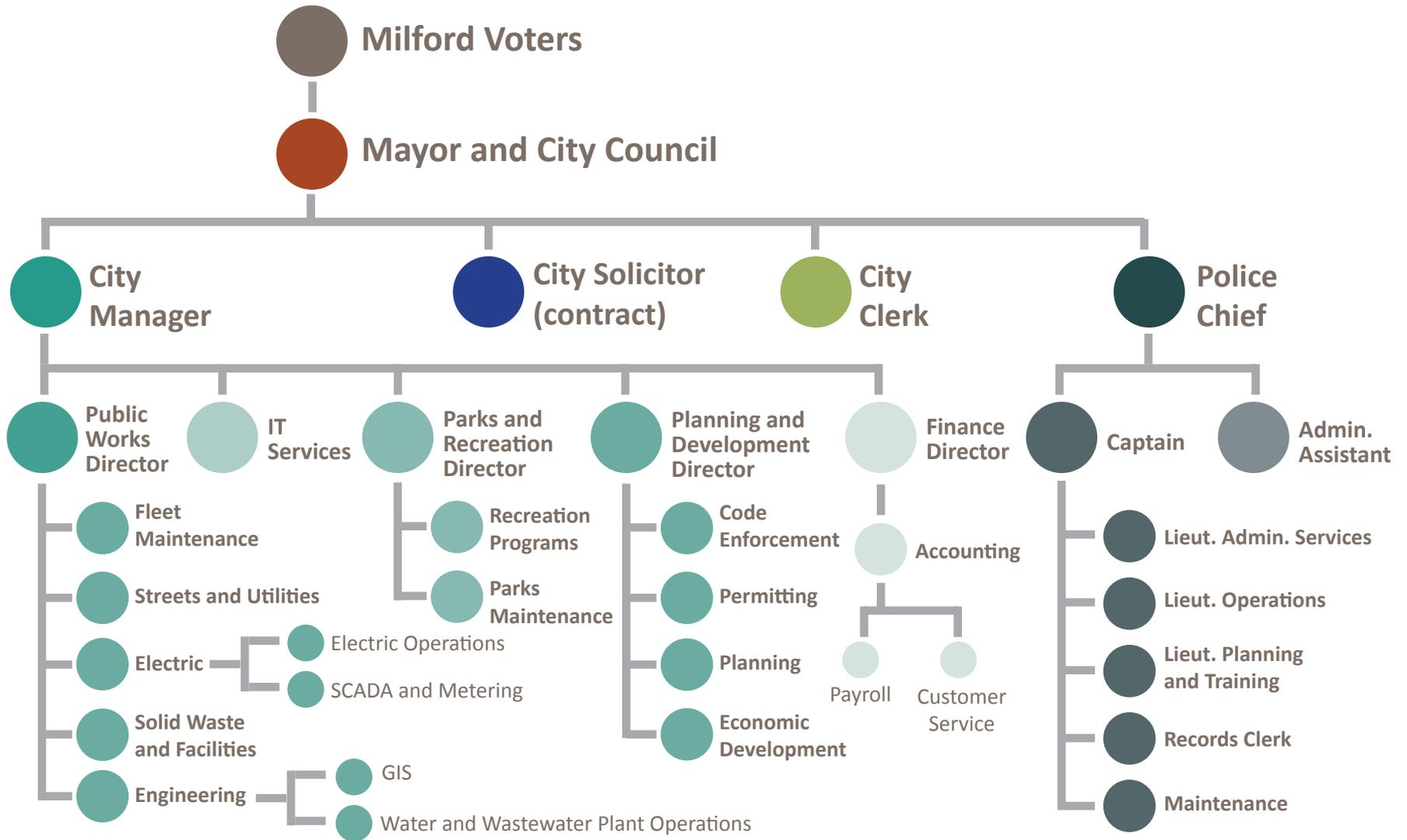
Government Structure

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

Directory for City Departments

Department	Phone Number	Location	How Can We Help?
City Hall	302-422-1111	201 South Walnut St.	Mayor, City Manager, and City Clerk offices, city voter registration
Customer Service	302-422-6616	119 South Walnut St.	Utility and tax billing, set up/disconnect service, schedule bulk pick up, property assessment
Electric Utility	302-422-1110	180 Vickers Dr.	Power outages, street lights
Parks & Recreation	302-422-1104	207 Franklin St.	Parks and recreation
Planning	302-424-8396	201 South Walnut St.	Building permits, inspections, code enforcement
Police	302-422-8081	400 NE Front St.	Police Department. For emergencies, please dial 911.
Streets & Solid Waste	302-422-1110	180 Vickers Dr.	Street drains, refuse collection
Water & Wastewater	302-422-1110	180 Vickers Dr.	Water leaks, sewer back up

Organizational Chart



Where Are We Now?

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

Existing Plans

The City has commissioned and produced several plans that take into account many of the community's concerns and priorities. Relevant components and recommendations suggested in these past plans, including the *Bicycle and Pedestrian Master Plan*, *Milford Rivertown Rebirth Plan 2025*, and the *2018 Comprehensive Plan*, are outlined here.

Bicycle and Pedestrian Master Plan

In 2010, the City's *Bicycle and Pedestrian Master Plan* was published in order to incorporate bicycle and pedestrian infrastructure into the City's future planning. This plan demonstrates how to gradually and effectively **link** residential areas to **activity centers**. This **linkage** allows for residents and visitors to easily move about the City without the need for motorized transportation.

Some of the key recommendations in the *Bicycle and Pedestrian Master Plan* are to:

- Make pedestrian safety and mobility the first priority in activity centers.
- Provide safe access across roads with attention to design of crosswalks.
- Provide pedestrian and bike linkages between neighborhoods, as well as between neighborhoods, schools, parks, and recreational facilities.
- Provide bike parking, such as bike racks, at activity centers.



Refer to the Glossary for an explanation of key terms that a blue and bold through this plan.

Milford Rivertown Rebirth Plan 2025

In 2015, the *Milford Rivertown Rebirth Plan 2025*, or “Downtown Master Plan,” was published. This Plan is a visual and graphic representation of the goals for **Milford’s downtown**.

The Rebirth Plan divides downtown into “**Downtown West**,” “**Downtown Core**,” and “**Downtown East**,” and makes specific recommendations for each of these areas.

In Downtown East, the Rebirth Plan recommends:

- Building an amphitheater and/or outdoor festival space.
- Building a pedestrian bridge.
- Making the Historic Milford Shipyard a tourist destination.

In Downtown Core, the Rebirth Plan recommends:

- Reusing the old bank building for **mixed-use** purposes.
- Including an **Art Town** splash pad.
- Including more parking on the south side away from the river.

In Downtown West, the Rebirth Plan recommends:

- Reusing the fire house for mixed-use or recreational purposes.
- Revitalizing the **gateway** into town, beautifying this entry way.
- Enhancing and beautifying the street spaces with curb extensions, ornamental lighting, and better signage.

2018 Comprehensive Plan

The 2018 Comprehensive Plan is a deep dive into the process for determining the community’s goals and aspirations in terms of the community’s growth and development. This Plan makes recommendations to developing the City’s transportation, utilities, land use, economy, and housing. Some of the Comprehensive Plan’s specific recommendations are to:

- Enable the safe and efficient mobility of residents, using all methods of travel (i.e., biking, walking, driving), via a safe and interconnected transportation system.
- Plan for and provide adequate utilities and services to accommodate the planned growth in Milford.
- Encourage the preservation of areas along all streams, lakes, and ponds by enhancing **buffer areas** around bodies of water.
- Encourage the inclusion of connected, accessible parks and open spaces in new development.
- Broaden Milford’s economic activity beyond Monday to Friday, nine to five, by encouraging businesses, activities, and festivals that will help develop Milford’s identity as a great place to work, live, and have fun.
- Encourage a balanced range of housing types and home-ownership opportunities for existing and future residents.

Community Engagement

Community input and involvement is always a priority. In preparation for drafting this plan, the City of Milford utilized a series of engagement techniques with community members and stakeholders.

National Citizen Survey

The **National Citizen Survey** is a collaborative effort between the National Research Center Inc. (NRC), the National League of Cities (NLC), and the International City/County Management Association (ICMA). The survey utilizes a standardized process that combines high-quality research methods with a database of comparable data to help cities and towns understand their residents' opinions, satisfaction, and concerns through a questionnaire survey.

In the summer of 2017, the City of Milford contracted with NCS to conduct a resident survey to capture opinions within three community pillars: Community Characteristics, Governance, and Participation.

These pillars were assessed across eight central community facets:

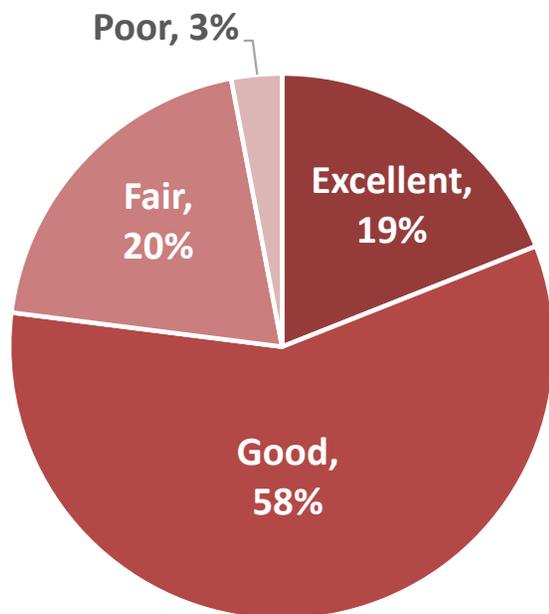
1. **Safety:** Protection from danger or risk (e.g., public safety, personal security and welfare, emergency preparedness)
2. **Economy:** Maintenance of a diverse economy (e.g., vibrant downtown, cost of living)
3. **Natural Environment:** Resources and features native to a community (e.g., open spaces, water, air)
4. **Building Environment:** Design, construction, and management of the human-made space in which people live, work, and recreate on a day-to-day basis, including the buildings, streetscapes, parks, etc.
5. **Mobility:** Accessibility of a community by motorized and non-motorized modes of transportation (e.g., ease of travel, traffic flow, walking)

Understanding Today

6. **Recreation and Wellness:** Recreation, healthy lifestyles, preventative and curative health care, supportive services (e.g., fitness opportunities, recreation centers)
7. **Education and Enrichment:** Learning, enrichment, and workforce readiness for children, youth, and adults
8. **Community Engagement:** Quality and frequency of social interactions (e.g., civic groups, volunteering)

The survey was sent to a representative sample of 1,435 Milford residents across all four wards. Of these surveys sent, 411 were returned resulting in a response rate of 29%.

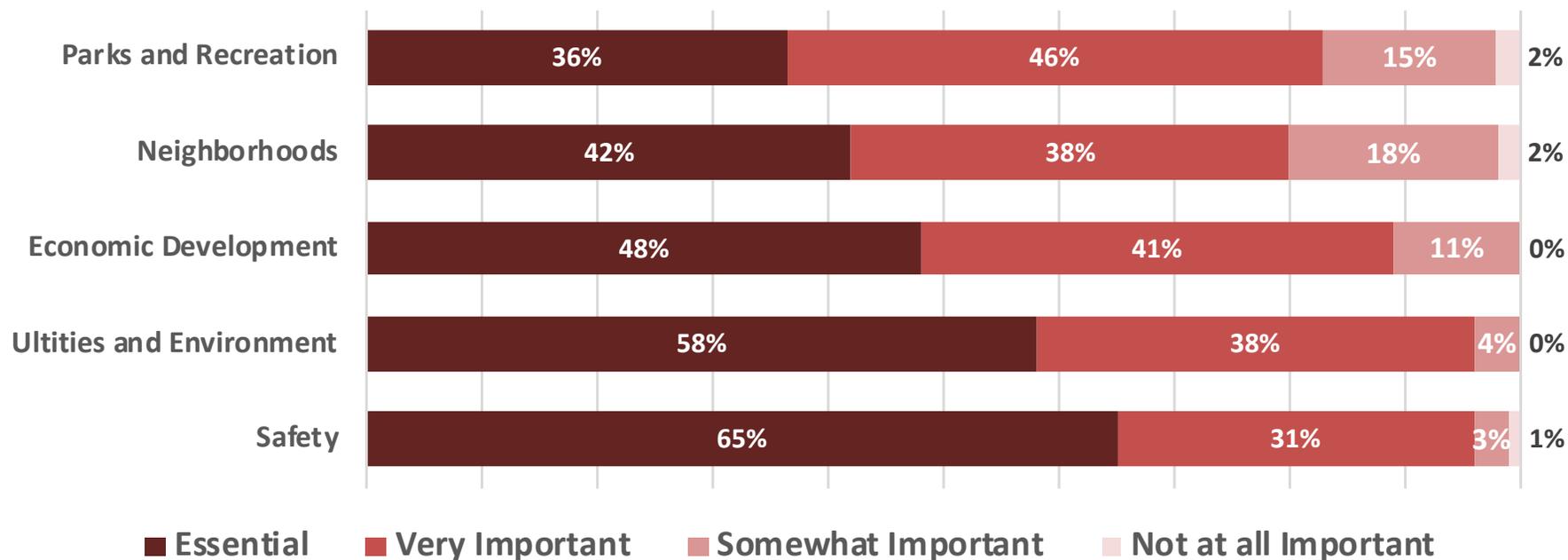
Figure 3: Overall Quality of Life



Based on this representative sample and in comparison to other cities of similar size:

- Residents in Milford enjoy a high quality of life. Three quarters of residents rated their quality of life as “excellent” or “good.”
- Safety is a priority for the community.
 - 96% of respondents indicated that it was “essential” or “very important” for the community to focus on ensuring the police force is well-trained and has the necessary equipment, staff, resources, and facilities.
- Residents emphasized the value and importance of a healthy economy.
 - Overall, Milford’s economic ratings are similar to those in other communities in the United States.
 - However, fewer Milford residents gave high marks to Milford as a place to visit.
 - Less than half of respondents reported positively about the economic health of the community. This included shopping and employment opportunities, cost of living, as well as the vibrancy of downtown.
- Milford residents rated recreational and enrichment opportunities, as well as K-12 education lower than residents of other jurisdictions.

Figure 4: Importance of Focus Areas



- Milford residents rated adult educational opportunities significantly lower than residents in other communities.
- While on par with nationwide rating, code enforcement received the lowest marks from Milford residents.
 - 39% rated code enforcement as “excellent” or “good.”

The full survey results are included in three separate documents, the *Community Livability Report* (Appendix A) and the *Dashboard Summary of Findings* (Appendix B). These are also available online.

Community Conversations

A **Community Conversation** is guided discussion conducted with a small but diverse group of participants to gather more information on resident and stakeholder views and opinions. A form of qualitative research, these “conversations” consisted of a closed-ended “voting” exercise and a facilitated discussion.

In collaboration with the Institute for Public Administration (IPA), the City of Milford worked to develop more in-depth questions,

Understanding Today

which targeted the major priority areas and concerns revealed through the NCS results. The Community Conversations' questions were segmented into five priority areas, which mirrored the NCS "community facets:"

1. Safety: Public Safety, personal security and welfare, emergency preparedness
2. Economic Health & Vitality: Maintenance of a diverse economy (downtown, cost of living, employment)
3. Neighborhoods & Built/Natural Environment: Maintenance and design of open spaces, construction and management of buildings/housing, streetscapes, and parks
4. Mobility: Accessibility of the community, ease of travel, traffic flow, walking, and biking
5. Recreation & Wellness: Availability of supportive services that promote healthy lifestyles

Upon arrival, participants were asked to use stickers to "vote" on 28 closed-ended questions in five priority areas. A full list of these closed-ended, "voting" questions can be found in Appendix C.

After "voting," participants were guided through a facilitated discussion where participants were asked open-ended questions about their perceptions, opinions, beliefs, and attitudes in each of the priority areas outlined above. Questions were asked in an interactive, group setting where participants were free to either answer aloud or were given the opportunity to submit written

responses. During this process, responses were captured by a note taker. A full list of these open-ended, discussion-based questions can be found in Appendix C.

IPA and City staff members facilitated 19 Community Conversations in November and December of 2017:

- Music School of Delaware, Oct. 19, 2017
- Milford Senior Center, Nov. 1, 2017
- DMI Small Business/Entrepreneurs, Nov. 6, 2017
- City of Milford Employees, Nov. 6, 2017 (2)
- Ward Two, Nov. 6, 2017
- Milford School District (Administrators and Key Staff), Nov. 9, 2017
- Ward Three, Nov. 15, 2017
- Reformation Lutheran Church, Nov. 16, 2017
- Large Employer Executives, Nov. 27, 2017
- St. John the Apostle Church, Nov. 28, 2017
- Police Department, Nov. 28, 2017 and Nov. 30, 2017
- Chamber of Commerce, Nov. 29, 2017
- Non-Profit Organizations, Nov. 30, 2017
- Ward One, Nov. 30, 2017
- Haitian Community, Dec. 3, 2017
- City Public Works Employees, Dec. 4, 2017
- Ward Four, Dec. 5, 2017

The full notes from each Community Conversation are available on the City's website.

Understanding Today

Based on the 18 Community Conversations, residents and stakeholders are most interested in seeing the City work toward:

- Better connectivity between residential areas/neighborhoods and downtown.
 - Residents and stakeholders suggested more sidewalk connectivity, bike paths, and an inner city transportation bus loop.
- Increasing the overall feeling and perception of safety throughout the City, not just downtown.
 - Residents and stakeholders suggested better lighting, less “loitering” through increased Parks & Recreation activities for young adults and adults, and more visible police patrols (biking or walking).
- Making Milford a more attractive place to visit and live.
 - Residents and stakeholders suggested increasing the variety in the housing market, better and more proactive code enforcement, as well as more recreational opportunities for people of all ages.
 - Residents and stakeholder would like to see a more vibrant downtown, which includes beautifying the gateways and building facades, bringing more businesses to Milford, and improving accessibility through pedestrian walkways and/or bike paths.

- More engagement and exchange of information about current plans and events, as well as a better way to request information from the City.
 - Residents and stakeholders suggested a notification system for events, the ability to request trainings or practice for emergency events and more question-and-answer or open forums with City officials, outside of City Council meetings.

Discussions with Council Members, Department Heads, and Staff

After the Community Conversations, IPA staff members met with City Council, City management staff, and Department Heads to present the themes. Based on these results, Department Heads were able to refer to past plans’ recommendations, as well as discuss items that they are already working to address.

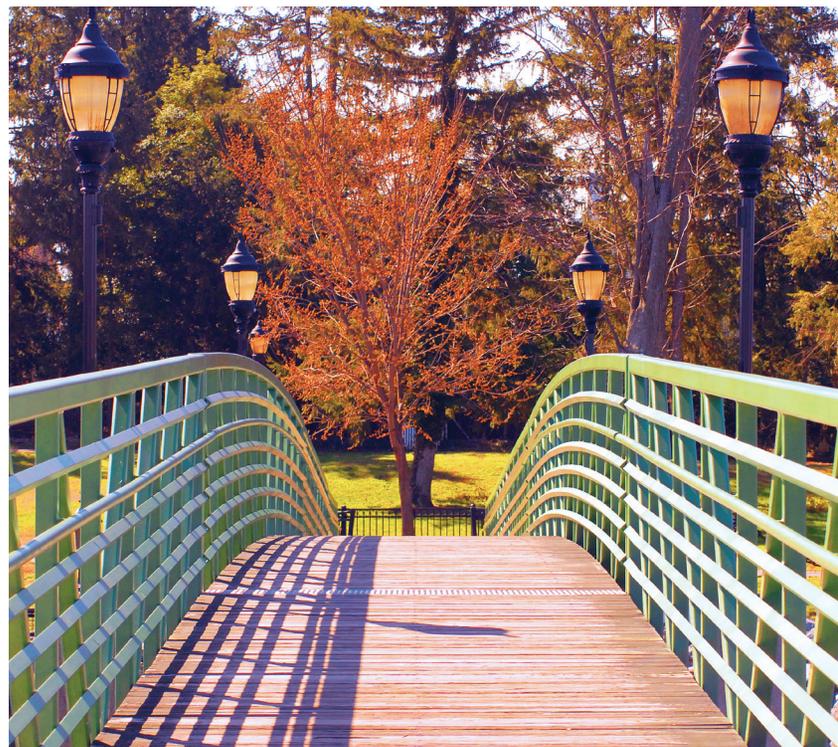
Combining the feedback from the National Citizens Survey and Community Conversations with the expertise of Department Heads, Council, and past plan recommendations, staff members worked to outline specific goals and objectives for each of the Strategic Plan priority areas. The culmination of this effort is outlined in the next section of this Plan, entitled “Looking Forward,” as well as in Appendix D.

Looking Forward

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

City officials have worked to establish five **priority areas**, all of which are defined on the next page. One of these priority areas, “Fiscal Responsibility & Community Engagement,” is overarching. While it has its own associated goals, it also has become a part of the action items for each of the other four priority areas.

Each priority area is comprised of a **framework**. The framework for each priority includes goals, objectives, and strategies for their achievement. Additionally, specific action items, success metrics, a timeline, and community partners are developed by the appropriate Department Heads for each strategy. The following pages outline the framework for each priority area, which will be used during implementation. These details can also be found in Appendix D. The Appendix chart will be regularly updated (at least twice annually) and made available online.



PRIORITY AREAS

1

Fiscal Responsibility & Community Engagement

2

Public Safety & Preparedness

Being proactive and well-prepared with regard to the safety of community members.

3

Economic Health & Development

Attracting and retaining businesses, vibrant downtown and beyond, communication of DDD and other incentives, and encourage job opportunities.

4

Mobility & Infrastructure

Maintaining connected sidewalks, roads, utilities, public transportation, walking, biking, and gateways throughout the City.

5

Neighborhoods & Community Service

Code enforcement, housing, parks and indoor/ outdoor recreation that meets the needs of residents, businesses, and stakeholders.

FRAMEWORK

Priority Areas

Topics that are of utmost importance to City officials, residents, and other stakeholders.

Goal

An overall object, aim, or desire to be achieved or reached.

Objective

Outlines the “what” for each goal; specifies the process for achieving the goal.

Strategy

Outlines the “how” of each objective; a plan of action or policy designed to achieve the objective.

Action Item

An event, task, or activity, that outlines a specific step in the process of achieving a goal.

Success Metric

The mechanism by which the City will measure whether or not a goal is being achieved.

Partners

The people, agencies, and organizations that could help accomplish each action item.

Public Safety & Preparedness

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

GOAL **Efficiently Utilize All Police Resources**
(i.e., staff time, personnel, training, and technology)

→ **OBJECTIVE 1**

Evaluate and regularly monitor the Milford Police Department's (MPD) workload, including patterns of calls for service, number of reports/crimes committed, and staff time.

Strategies

- > Analyze existing data to understand what emergencies take place, where, and when.
- > Identify new tools, technology, and analytics to assist in establishing patterns and make predictions about crime in the City.
- > Utilize current and new technology to help collect and analyze data that could aid in establishing shift schedules and better understanding adequate staffing levels.

→ **OBJECTIVE 2**

Prepare MPD for future CALEA accreditation by researching standards/expectations.

Strategy

- > Work with the Commission and other accredited Municipal Police Departments to understand the accreditation process.

GOAL **Reduce Crime**

→ **OBJECTIVE 1**

Make a meaningful reduction in violent crime in the City of Milford.

Strategies

- > Identify the most common types of violent crime in the City of Milford.
- > Create a plan of action for each of the most common types of crime.

→ **OBJECTIVE 2**

Continue to monitor national and state trends to target and reduce illicit drugs in the City of Milford.

Strategy

- > Partner with statewide agencies that have state-specific data on illicit drug use to identify the types of drugs being used and how they are obtained.

GOAL **Establish and Maintain Strong and Beneficial Police-Community Relations**

→ **OBJECTIVE 1**

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

Strategies

- > Increase visibility of police through more walking patrols, biking patrols, and overall presence.
- > Conduct a regular community satisfaction survey to ascertain the community's current feelings about the Police Department.
- > Fund and hire more police officers.
- > Prioritize and fund specialized training for officers.
- > Continue to identify strategies for additional citizen involvement and interaction with the Police Department.

GOAL **Utilize Effective, Proactive Emergency Preparedness and Public Safety Strategies**

→ **OBJECTIVE 1**

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

Strategy

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

→ **OBJECTIVE 2**

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

Strategies

- > Update existing and adopt new City of Milford Emergency Plans, which are compatible with statewide initiatives and plans.
- > Ensure excellent internal emergency management coordination of executive leadership, personnel, resources, and communications.
- > Educate community about current plans and when plans are adopted or updated.

→ **OBJECTIVE 3**

On a regular basis offer and make available preventative training for emergency events (i.e., storms, active shooter, etc.).

Strategies

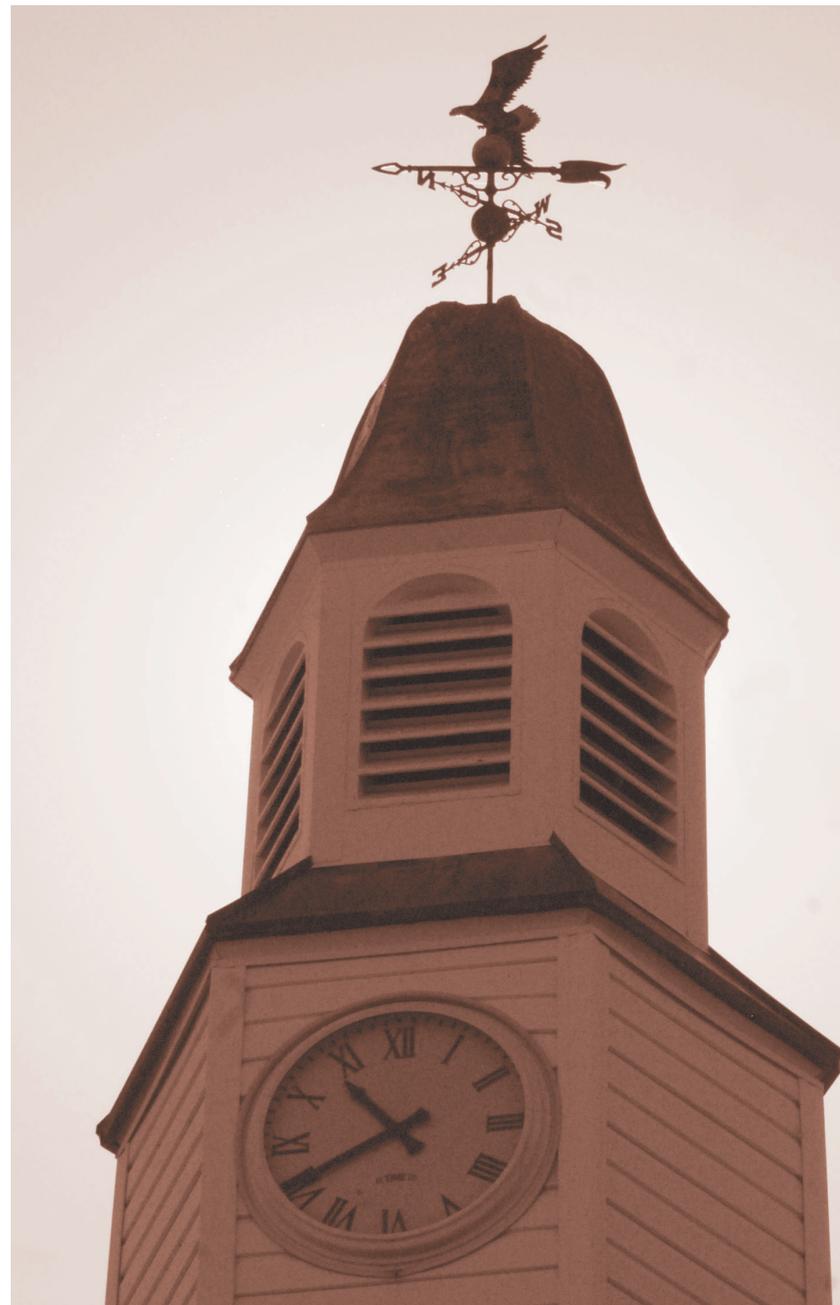
- > Provide training opportunities for the community upon requests.
- > Offer community-wide emergency planning events.

→ **OBJECTIVE 4**

Replace the current Police Station with a safe and modern facility to serve community needs.

Strategies

- > Establish a Planning Task Force.
- > Develop a public engagement strategy.
- > Create a Concept Plan and present to voters through a referendum.



Economic Health & Development

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

GOAL Enable Growth of Existing Businesses

→ OBJECTIVE 1

Foster economic activity that will grow the local employment by 4% over the next 5 years.

Strategy

- > Partner to provide and advertise job training opportunities so the Milford workforce is ready for the future.

→ OBJECTIVE 2

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

Strategy

- > Conduct needs assessments of current businesses to identify growth opportunities.
- > Develop resources for marketing and promoting businesses.

GOAL Foster the Establishment of New Businesses

→ OBJECTIVE 1

Identify opportunities for growth and development of new businesses in Milford by promoting advantages and opportunities in Milford, and leveraging state assistance.

Strategies

- > Create a new industrial park in the City.
- > Annually review the process by which new businesses move to Milford, in order to develop more user-friendly services.
- > Continue to provide current incentives for businesses of all sizes.

→ **OBJECTIVE 2**

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

Strategies

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

GOAL **Meet the Commercial Needs of Residents, Businesses and Visitors**

→ **OBJECTIVE 1**

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

Strategy

- > Implement the Rivertown Rebirth Plan.



Mobility & Infrastructure

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

GOAL Proactively Maintain Our Streets

→ OBJECTIVE 1

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

Strategies

- > Fund street rehabilitation so that all streets rated “Poor,” “Very Poor” or “Serious” condition are completed over the next 5 years.
- > Regularly update the Pavement Condition Report
- > Proactively repair and repave City streets after making necessary utility and sidewalk improvements/repairs.

GOAL Proactively Maintain Our Utility Infrastructure *(i.e., electric, water and wastewater systems)*

→ OBJECTIVE 1

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

Strategy

- > Use SCADA, AMI, and other Smart technology to monitor our electric, water and wastewater systems.

→ OBJECTIVE 2

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

Strategies

- > Conduct regular preventative maintenance.
- > Establish an inventory of existing utility infrastructure and grade that system on an “Excellent” to “Serious” condition scale.
- > Address inflow and infiltration into the wastewater system.
- > Address older portions of the City without cleanouts and/or house traps on service lines.
- > Address illegal connections to sanitary sewer system.
- > Eliminate lead “goose neck” water services.
- > Institute proactive replacement program based on the inventory system.

GOAL **Address Future Growth by Proactively Making Improvements to Infrastructure**

→ **OBJECTIVE 1**

Meet annually with the City Manager, City Planner, and Council to project and evaluate wastewater demands required for future growth.

Strategy

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

→ **OBJECTIVE 2**

Meet annually with the City Manager, City Planner, and Council to project and evaluate electricity demands required for future growth.

Strategies

- > Consider the installation of an additional substation.
- > Consider other ways the City can generate electricity and reduce demand through efficient use.

→ **OBJECTIVE 3**

Meet annually with City Manager, City Planner, and Council to project and evaluate water demands required for future growth.

Strategies

- > Evaluate storage demands for water in NW business park and other portions of the City.
- > Ensure SE wells are producing what is necessary for future growth.

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

→ **OBJECTIVE 1**

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

Strategy

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

→ **OBJECTIVE 2**

Implement the sidewalk maintenance/replacement program

Strategy

- > Regularly inspect the sidewalks on a 5-year cycle to notify and work with property owners on necessary repairs and/or replacement.

→ **OBJECTIVE 3**

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

Strategy

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

GOAL **Improve Traffic Management Throughout the City**

→ **OBJECTIVE 1**

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

Strategies

- > Pursue, in coordination with DelDOT, the creation of a Transportation Improvement District for areas subject to the updated Southeast Master Plan.
- > Perform an Engineering Traffic Study within the City.
- > Evaluate truck traffic downtown and feasibility of maneuvers at downtown intersections.
- > Improve accessibility to and from the East and West portions of the City.



Neighborhoods & Community Services

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

GOAL Preserve and Enhance the Property Values and Quality of our Neighborhoods

→ OBJECTIVE 1

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

Strategies

- > Implement more proactive code enforcement throughout the City through additional enforcement and revised standards.
- > Establish proactive information sharing and outreach regarding code requirements to landlords, tenants, and homeowners.

→ OBJECTIVE 2

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

Strategies

- > Establish a beautification and maintenance program for streetscapes and gateways.
- > Maintain and appropriately redevelop the current, 200-acres of open space to provide for diverse outdoor recreational activities.

→ OBJECTIVE 3

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

Strategies

- > Connect neighborhoods through biking and walking paths that do not use state highways.
- > Establish a planning priority that all new neighborhoods have a minimum requirement for open space and sidewalks, and trails to connect with other parts of Milford.

GOAL

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

→ OBJECTIVE 1

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

Strategies

- > Ensure zoning ordinance provides for variety and flexibility in housing options.
- > Identify ways to bring in more affordable housing options.

GOAL

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

→ OBJECTIVE 1

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

Strategies

- > Partner with external organizations to gain access to more outdoor and indoor facilities for adult and child sports leagues.
- > Create a Parks and Recreation Advisory Board consisting of residents to advise City Council.

→ OBJECTIVE 2

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

Strategies

- > Collaborate and partner with recreational and wellness service providers to identify needs and wants for seniors and persons with disabilities and connect them to existing partners.
- > Advertise current children's programming.

→ OBJECTIVE 3

Create more City-sponsored recreational opportunities for adults.

Strategy

- > Establish an adult sports league.

GOAL

Bring More Tourism to Milford

→ OBJECTIVE 1

Actively promote ecotourism opportunities in Milford, in order to bring in visitors and provide residents with more recreational options.

Strategies

- > Continue to hold festivals and establish new events.
- > Advertise on print, radio, social media, other Delaware park webpages, etc.

→ OBJECTIVE 2

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

Fiscal Responsibility & Public Engagement

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

GOAL

Operate in an Efficient and Responsible Manner

→ OBJECTIVE 1

Keep community members informed and engaged in the City's activities, programs, and services.

Strategies

- > Translate City communications for the public into Spanish and Haitian Creole.
- > In collaboration with the Milford School District, consider jointly hiring a multilingual Public Information Officer and Communication Specialist.
- > Establish an internal Communications Team to coordinate internal and external communications about the City of Milford.

→ OBJECTIVE 2

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

Strategies

- > Achieve a structurally balanced budget through diverse revenue sources, smart financial management, comprehensive forecasting, and results-oriented and efficient services.
- > Implement and maintain a Five-Year Capital Improvement Plan.
- > Achieve and maintain fiscally-sound balances and reserves for all of the City's various funds.
- > Ensure Solid Waste, Water, and Wastewater utilities are properly funded and that rates are fairly and appropriately set by conducting cost of service studies.
- > Identify ways to deal with the high demand for electricity when the cost is at its highest peak, both in the short-term and long-term.

GOAL

**Review and Update
the Strategic Plan**

→ OBJECTIVE 1

Ensure the Strategic Plan is reviewed and updated every 3–5 years to identify accomplishments and establish new priorities, goals, and objectives.

Strategies

- > Complete another resident survey in 2019 and 2021.
- > Meet with Department Heads quarterly to review status on goals and objectives previously established. Report semiannually to the City Council and the public.
- > Host Community Conversations and aim for even more community participation than previously.



Community Partners

Organizations that contributed to the creation of the strategic plan.

Assemblée Chrétienne de la Famille de Delaware, Inc.

Baltimore Aircoil Company

Bayhealth

Carlisle Fire Company

Chamber of Commerce for Greater Milford

Davis, Bowen & Friedel, Inc. (DBF)

DART First State

Delaware Department of Transportation (DelDOT)

Delaware Emergency Management Agency (DEMA)

Delaware Hospice, Inc.

Delaware Technical Community College

Downtown Milford, Inc. (DMI)

Greater Milford Boys & Girls Club

Kent-Sussex Industries, Inc. (KSI)

Milford Housing Development Corporation

Milford School District

Milford Senior Center

The Music School of Delaware: Milford Branch

Perdue

Reformation Lutheran Church

St. John the Apostle Church

Community Conversations Participants

Participants who agreed to be listed in this plan.

Pat Abel, Ward 2	Paige Evers	Stephanie McDonough, Ward 2	Bryan Rice
Jennifer Anderson	Eric Evers	Dot McKain	Pastor Andrew Scott
Jennifer Antonik	Tod Van Eyken	Lucy Mehl	Ed Simon, Ward 1
Matt Babbitt	Bruce Fenerstein	Valerie Miller	Robin Smith
Brian Baer, Ward 3	Lisa Fitzgerald, Ward 2	Joanne M. Milton	Eugenia Sparks
Barbara Studer Baer, Ward 3	Franklin Fountain, Ward 4	Ben Muldrow, Ward 2	Glen Stevenson
Ken Behrans, Ward 3	Suzannah Frederick, Ward 2	Christie Murphy	Judy Struck, Ward 2
Ruth Behrans	Patrica G	Charles Nordberg	Dean Tatman, Ward 2
Paul Bowman	Mary Galligan	Leonard Ott	Stephanie Tatman
Jan Broulik, Ward 2	Sharon Hepford, Ward 1	Milly Pedersen, Ward 1	Don Vaughon
Jen Byerly, Ward 2	Walt Hepford, Ward 1	Patti Persia, Ward 2	Dean Walston
Rich Byerly	David Herron, Ward 4	Joey Phillips, Ward 2	Paul W. Western
Rick Carmean	Alicia Hollis	David Pickrell, Ward 2	Trish D. Western
Rita Cartright, Ward 4	Trevor Horsey	Rob Pierce	Mark Whitfield
Cheryl Clendaniel, Ward 1 and 4	Keith Johnson	Sara Pletcher, Ward 2	Renate Wiley, Ward 2
Sara Croce	Teresa Johnson, Ward 4	Leona Raffio, Ward 4	Joe Wiley, Ward 2
Dan Dond, Ward 4	Anne Kling, Ward 1	Val Randolph, Ward 1	Eric Williams, Ward 2
Loretta Edmondson, Ward 2	Judy Lynch, Ward 1	Alice Rausch	R. Darrell P. Wilson, Ward 4
Mitch Edmondson, Ward 2	Ray Lynch, Ward 1	Lang Redden, Ward 2	Frank Wisniewski, Ward 1
Steve Ellingsworth	Keith Markowitz	Marcia Reed, Ward 2	Craig Zychal, Ward 2
Ron Evans	Joan Marks	Peggy Reilly, Ward 1	Nadia Zychal, Ward 2
	Scott Marks		

Glossary

Action Item	An event, task, or activity, which outlines a specific step in the process of achieving a goal.
Activity Center	Any place where people gather, such as shopping centers, downtown, schools, recreations centers, the Riverwalk, Library, etc.
Art Town	Refers to the variety of galleries, shops, and performance spaces in the downtown area.
Buffer Areas	A zone that lies between two or more areas. In the case of land use, these are typically used to prevent erosion or overpopulation.
Community Conversation	Discussion-based gatherings of residents and stakeholders, which were held in order to gather more information about community needs, opinions, and concerns.
Downtown (Milford's)	Divided into "Downtown West," Downtown Core," and "Downtown East," Milford's downtown consists of the area between Silver Lake and Goat Island. This area consists of all streets and businesses between Causey Avenue, Southeast Front Street, and Northeast Front Street, with an opportunity for development on N. Walnut Street.
Downtown Core	Encompasses from Warren's Furniture Property to the Historic Milford Shipyard.
Downtown East	Encompasses from Bicentennial Park to Goat Island.
Downtown West	Encompasses from Silver Lake to the Gateway Arch.
Gateway	Refers to the main thorough-fairs into and out of the City, especially on either end of Northeast Front Street and Route 113.
Goal	An overall object, aim, or desire to be achieved or reached.

Glossary, cont.

Link(age)	An infrastructure facility, such as a paved shoulder, sidewalk, or recreational path, that provides a clearly defined way for a bicyclist or pedestrian to get from one destination to the next, without undue conflict with motorists.
Mixed Use	Refers to utilizing a single space for multiple purposes, such as second floor apartments with first floor retail or restaurant space.
National Citizens' Survey	A community's data-based examination of residents' needs and perspectives.
Objective	Outlines the "what" for each goal; specifying more information about the process for achieving the goal.
Priority Areas	Topics that are of utmost importance to City officials, residents, and other stakeholders.
Strategy	Outlines the "how" of each objective; a plan of action or policy designed to achieve the overall aim.
Success Metric	The mechanism by which the City will measure whether or not a goal is being achieved.

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Milford, DE
Community Livability Report

DRAFT
2017



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Contents

About..... 1

Quality of Life in Milford 2

Community Characteristics 3

Governance 5

Participation 7

Special Topics..... 9

Conclusions 11



The National Citizen Survey™
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The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

About

The National Citizen Survey™ (The NCS) report is about the “livability” of Milford. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

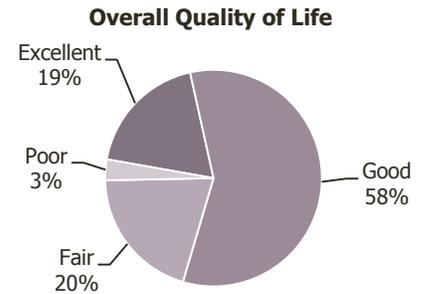
Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

The Community Livability Report provides the opinions of a representative sample of 411 residents of the City of Milford. The margin of error around any reported percentage is 5% for all respondents. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.



Quality of Life in Milford

A majority of residents rated the quality of life in Milford as excellent or good. This rating was similar to the national benchmark comparison (see Appendix B of the *Technical Appendices* provided under separate cover).



Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

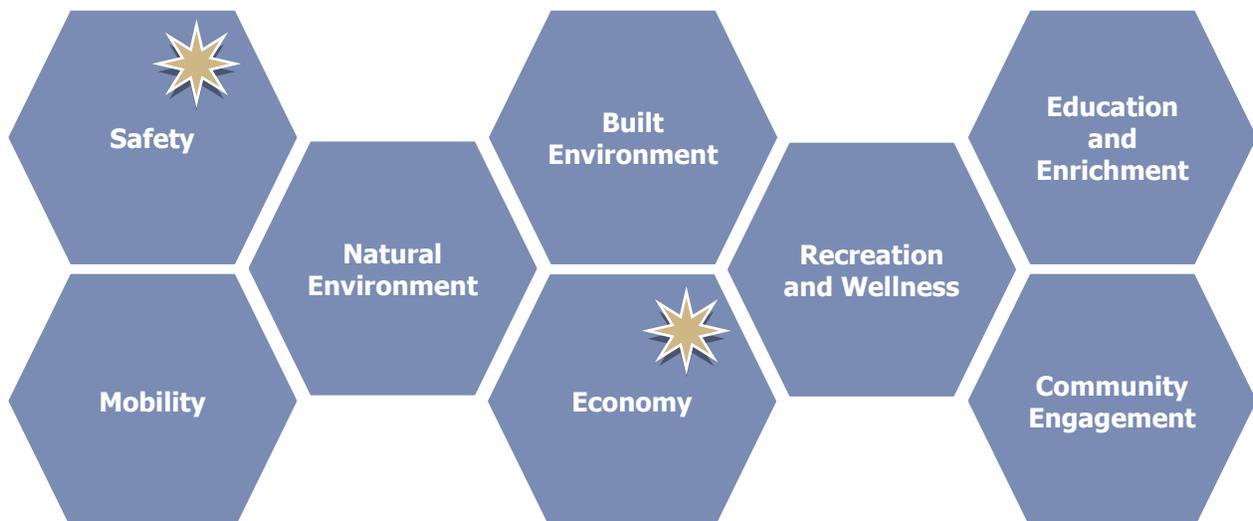
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Safety and Economy as priorities for the Milford community in the coming two years. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Milford’s unique questions.

Legend

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

★ Most important



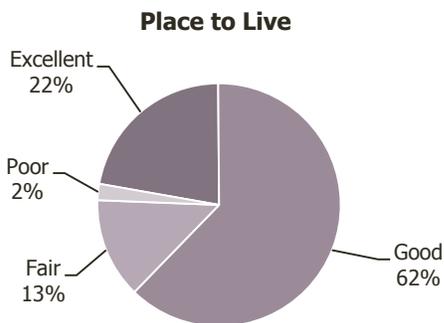
Community Characteristics

What makes a community livable, attractive and a place where people want to be?

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Milford, 84% rated the City as an excellent or good place to live. Respondents' ratings of Milford as a place to live were similar to ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including Milford as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Milford and its overall appearance. A majority of respondents gave high marks to each aspect and these ratings were similar to ratings in comparison communities.

Delving deeper into Community Characteristics, survey respondents rated over 40 features of the community within the eight facets of Community Livability. At least 6 in 10 respondents rated all aspects of Safety and Natural Environment positively, with comparisons similar to the benchmark. Ratings of Mobility tended to be positive and similar to the benchmark; however, ratings for traffic flow were higher than the benchmark. Fewer Milford residents gave high marks to Milford as a place to visit or recreational opportunities than residents from other communities. Within Education and Enrichment, three of the six facets were lower than the national benchmark and three were similar. Survey respondents rated education and enrichment opportunities, adult education and K-12 education lower than residents in other jurisdictions.



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



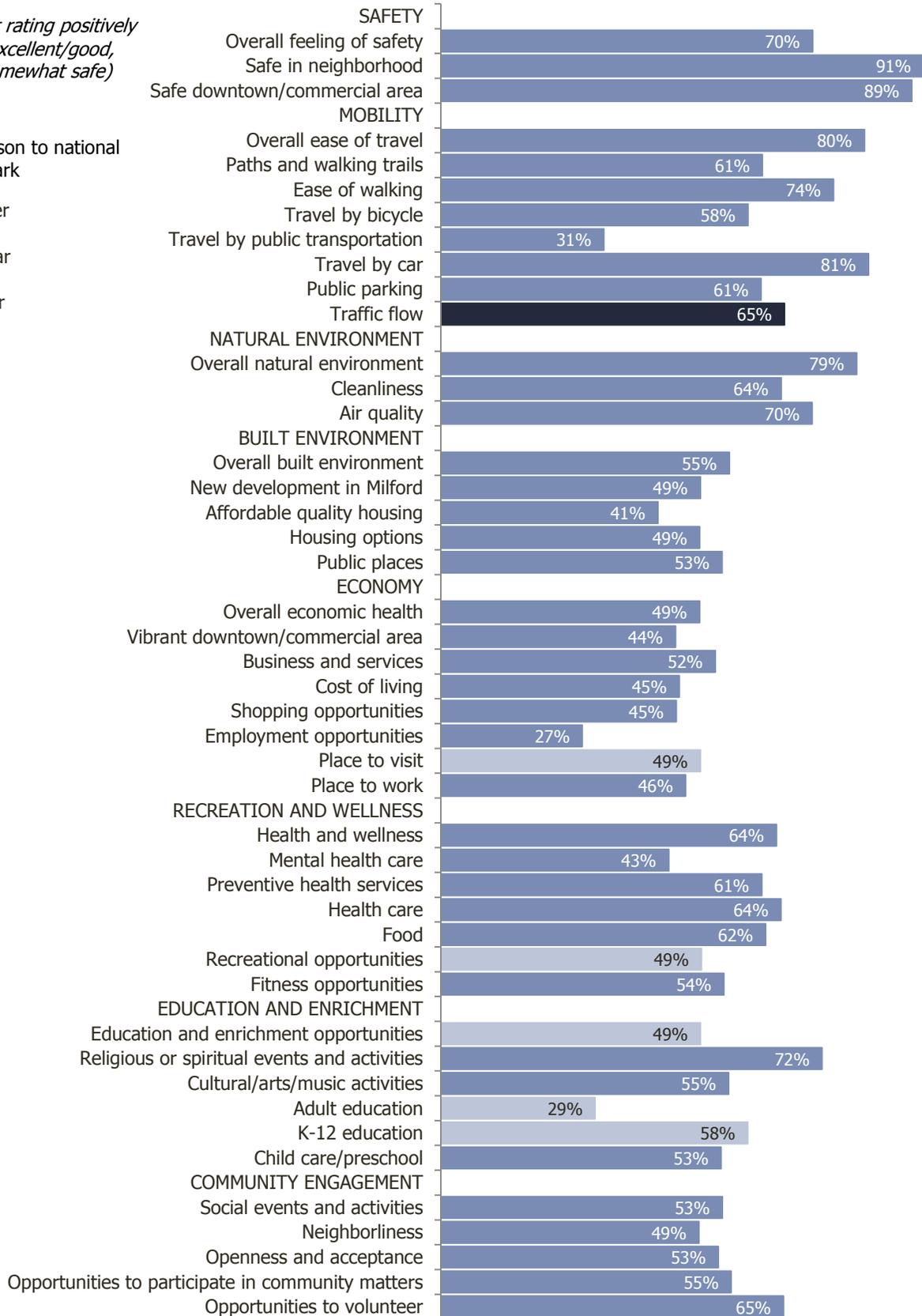
The National Citizen Survey™

Figure 1: Aspects of Community Characteristics

*Percent rating positively
(e.g., excellent/good,
very/somewhat safe)*

Comparison to national
benchmark

- Higher
- Similar
- Lower



Governance

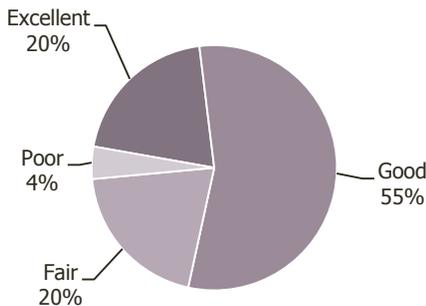
How well does the government of Milford meet the needs and expectations of its residents?

The overall quality of the services provided by Milford as well as the manner in which these services are provided is a key component of how residents rate their quality of life. About three-quarters of respondents positively rated the overall quality of services provided by the City while only about one-third positively rated the Federal Government. Despite the disparity, both ratings were similar to the national benchmarks.

Survey respondents also rated various aspects of Milford’s leadership and governance. About half of Milford residents or more gave high marks to each aspect and all ratings were similar to ratings in comparison communities.

Respondents evaluated over 30 individual services and amenities available in Milford. Residents rated all but one aspect of Governance similarly to the national benchmarks; ratings for drinking water were lower than ratings observed across the nation. Code enforcement received the lowest marks from residents (39% excellent or good); while fire services received the highest marks (96% excellent or good).

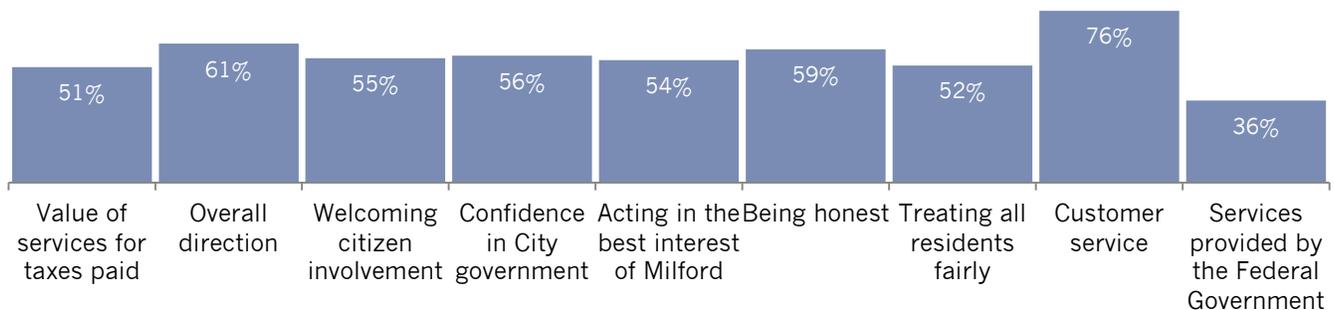
Overall Quality of City Services



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



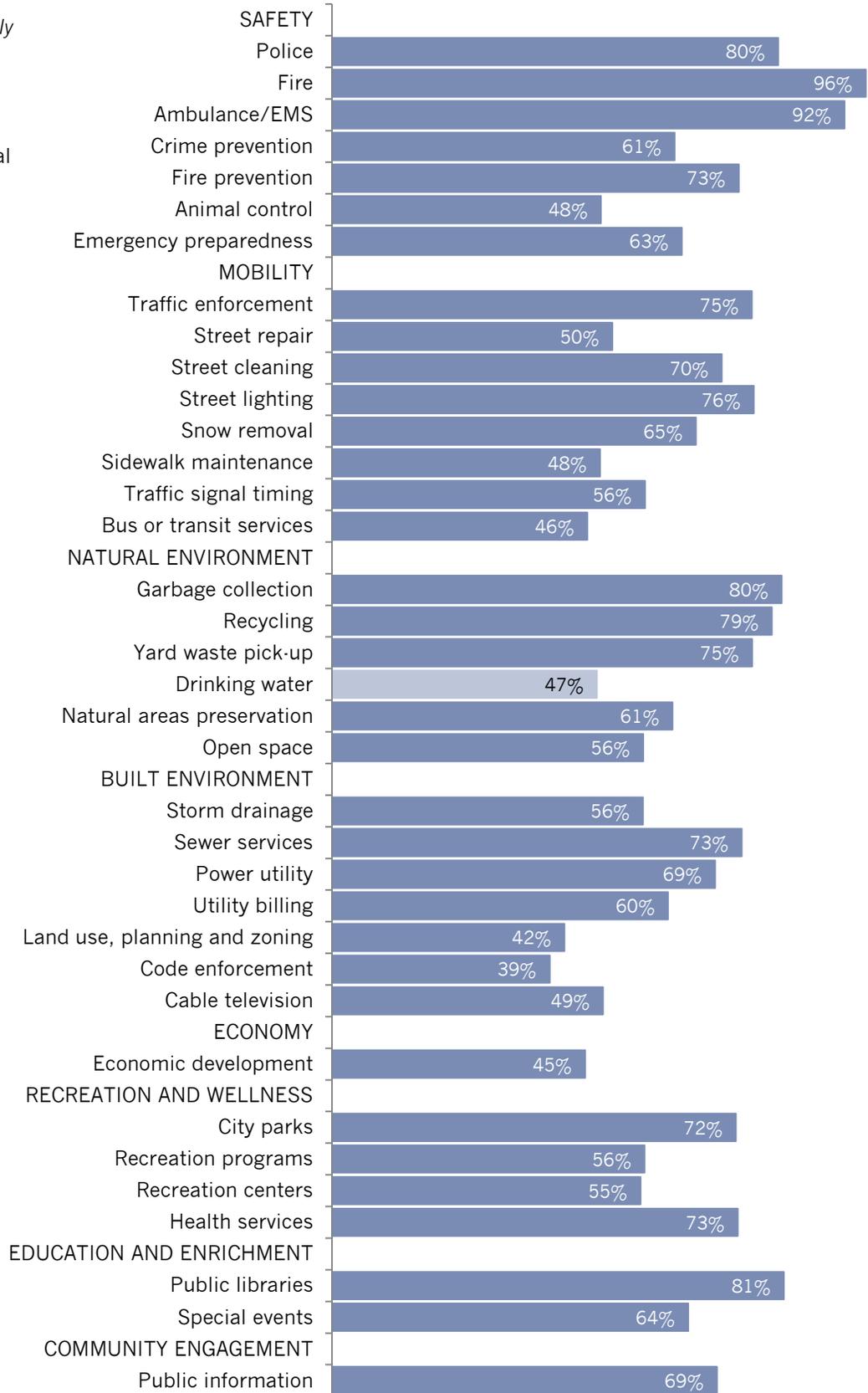
The National Citizen Survey™

Figure 2: Aspects of Governance

Percent rating positively
(e.g., excellent/good)

Comparison to national
benchmark

- Higher
- Similar
- Lower



Participation

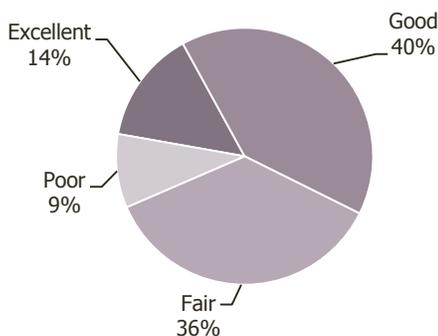
Are the residents of Milford connected to the community and each other?

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community, a shared sense of membership, belonging and history. About half of the survey respondents gave high marks to the sense of community in Milford; this rating was similar to the benchmark. About 4 in 5 residents were likely to remain in Milford and would recommend living in Milford and about half had contacted a City employee in the last 12 months.

The survey included over 30 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Overall, rates of participation tended to be similar to those observed in other communities.

Residents participated most in activities related to the Natural Environment, Recreation and Wellness and Safety; for the most part at least half of residents reported participating in these types activities. Milford residents were neighborly, often visiting or doing favors for each other. Fewer Milford residents reported that they had used public transportation than residents in other communities across the nation. Further, fewer residents had not observed a code violation in Milford compared to national reported rates.

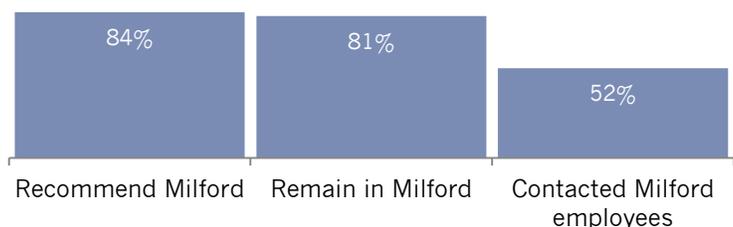
Sense of Community



*Percent rating positively
(e.g., very/somewhat likely,
yes)*

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



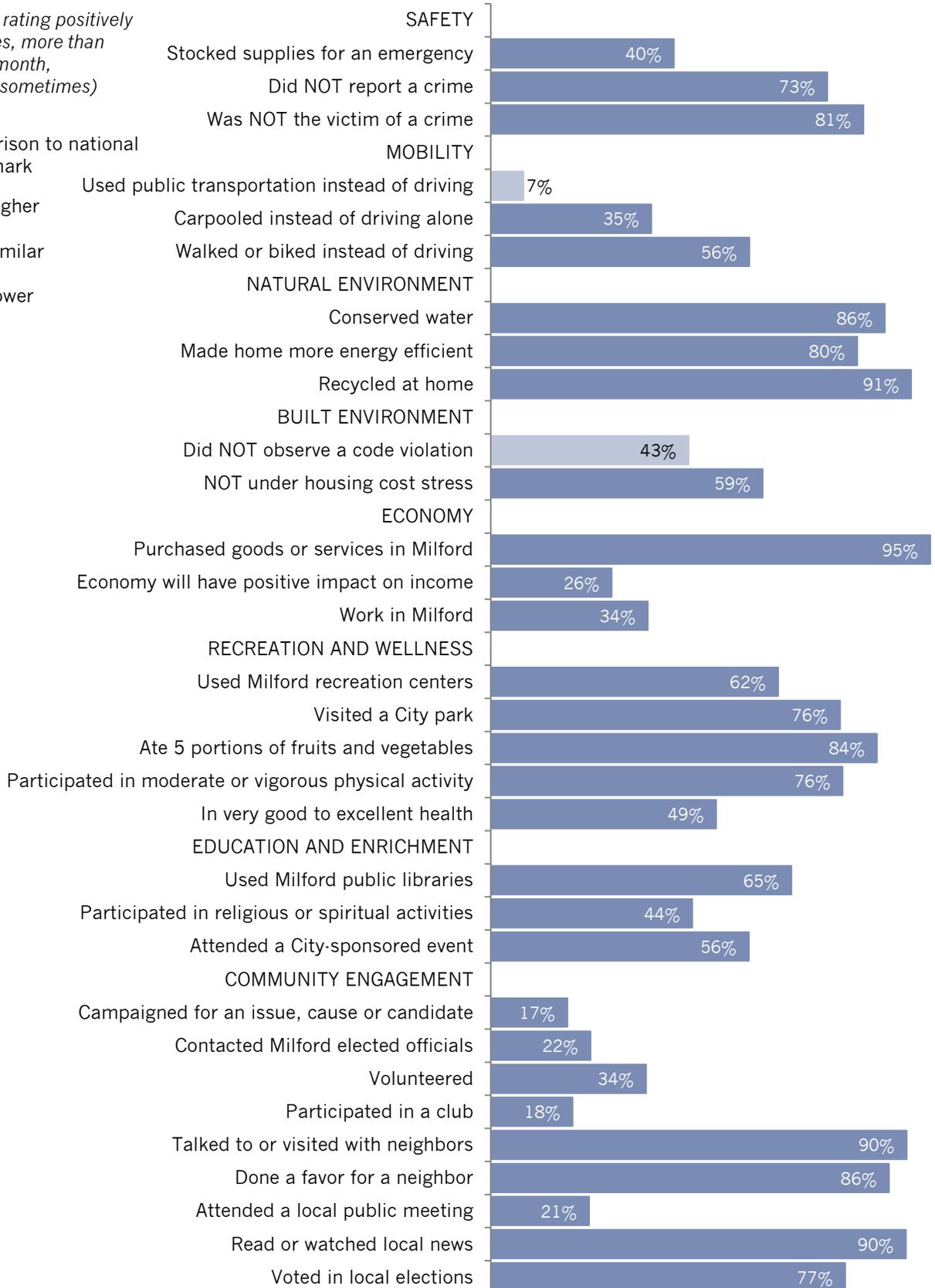
The National Citizen Survey™

Figure 3: Aspects of Participation

Percent rating positively
(e.g., yes, more than
once a month,
always/sometimes)

Comparison to national
benchmark

- Higher
- Similar
- Lower



Special Topics

The City of Milford included four custom questions of special interest on The NCS about City focus areas and downtown businesses. The first question asked residents to rate the importance of five potential focus areas. Each focus area was rated as essential or very important by at least 4 in 5 respondents. A majority of survey respondents viewed as essential Safety (ensuring the police force is well-trained and has the necessary equipment, staff, resources and facilities) and Utilities and Environment (e.g., ensuring reliable, sufficient safe water and electric resources, efficient utility use and implementing sustainable practices) . A follow-up question sought residents’ support or opposition for additional financial resources for each of the focus areas; more than 4 in 5 residents indicated support for each area. About 7 in 10 strongly supported additional financial resources for Safety and about 6 in 10 strongly supported additional financial resources for Utilities and Environment.

Figure 4: City Focus Areas

Please rate how important, if at all, it is for the City of Milford to prioritize each of the following potential focus areas over the next five years:

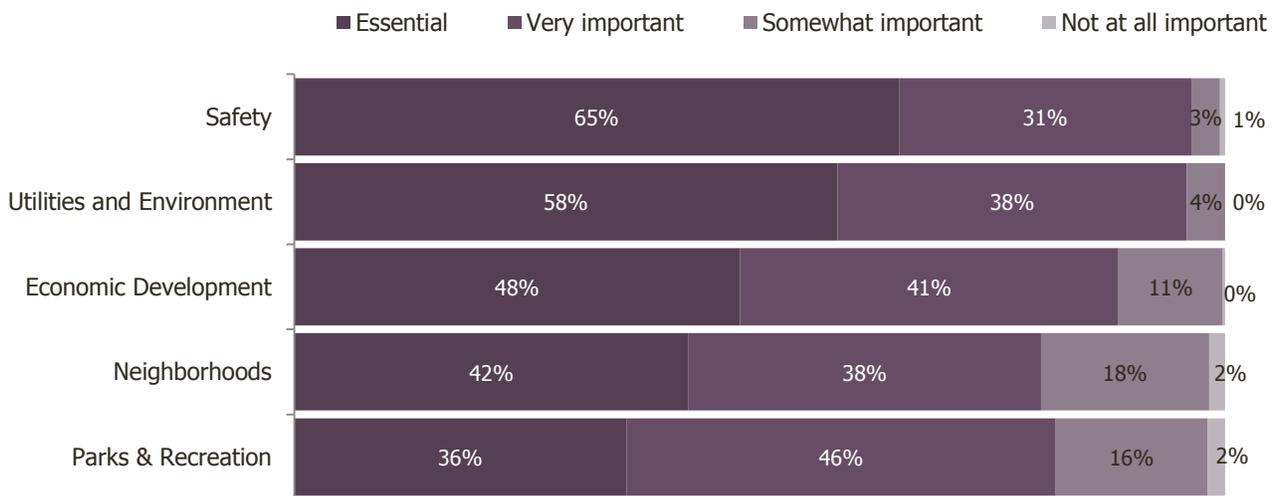
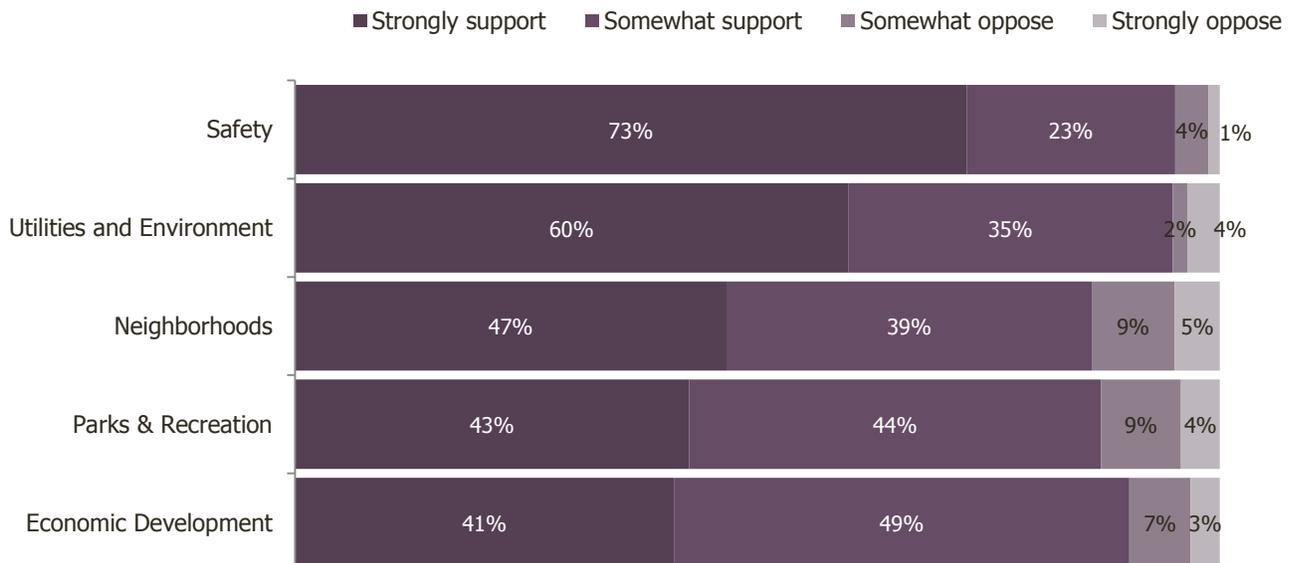


Figure 5: Additional Financial Resources for Focus Areas

How much do you support or oppose additional financial resources for each of the following areas?



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The next questions had to do with Downtown Milford businesses. Residents were asked about their level of participation in “3rd Thursday” events and activities. About half of the respondents were not aware of 3rd Thursday. About 3 in 10 were aware of 3rd Thursday, but had not attended. The remaining 2 in 10 had attended 3rd Thursday at least once in the last 12 months. One final question asked respondents how likely they would be to frequent Downtown Milford businesses on different weekend days or evenings if hours were to be expanded. About half indicated that they would be at least somewhat likely to frequent Downtown businesses if hours were expanded on any of the days/times listed. Residents were most likely to frequent businesses if hours were extended on Saturday afternoons or evenings (with 77% saying they were likely) followed by Friday evenings (68% likely).

Figure 6: 3rd Thursday Awareness and Attendance

Many Milford businesses stay open for extended hours on the 3rd Thursday of each month. Please select the option that comes closest to your level of 3rd Thursday events and activities in Downtown Milford in the last 12 months.

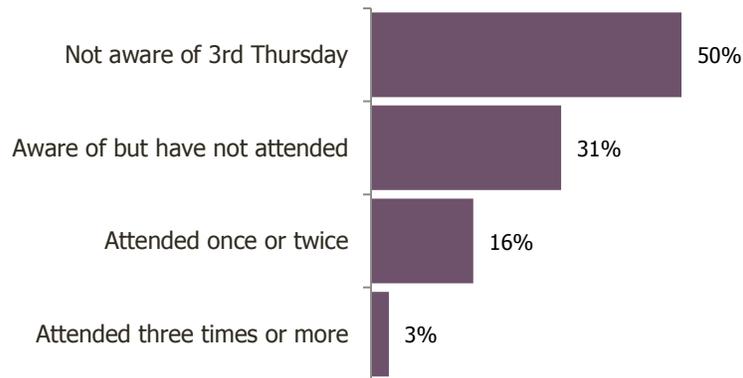
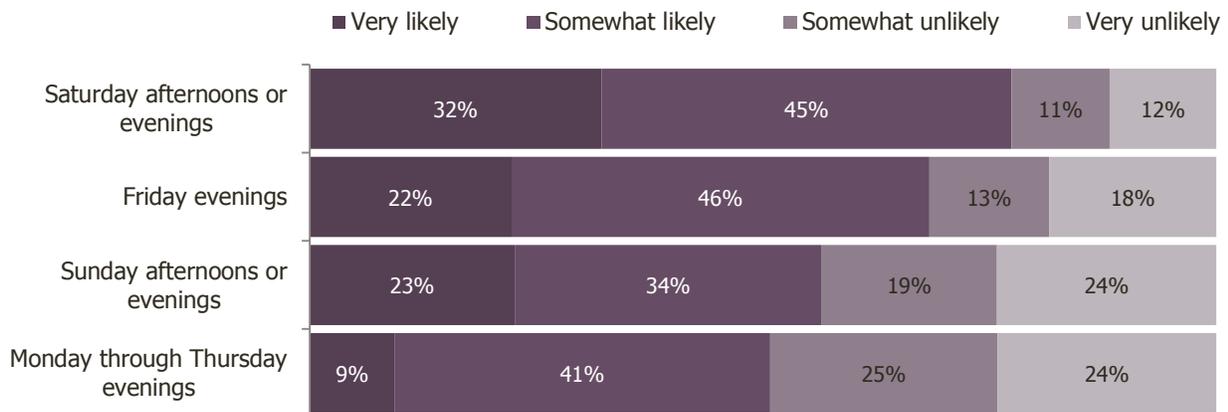


Figure 7: Expanding Business Hours in Downtown Milford

Downtown Milford businesses could consider expanding their normal hours (most businesses are currently open on weekdays with limited evening and/or weekend hours). How likely, if at all, would you be to frequent Downtown Milford businesses at the following times?



Conclusions

Residents in Milford enjoy a high quality of life.

About three-quarters of residents rated their quality of life as excellent or good and even more would recommend living in Milford to someone who asks and remain in the community themselves in the coming five years. About 7 in 10 respondents gave high marks to Milford as a place to live, their neighborhood as a place to live and Milford as a place to raise children. Almost all aspects of community quality were positive and similar to the benchmark.

Safety is a priority for the community.

Residents identified Safety as an important facet on which the City to focus in the coming two years. In response to an additional question about community priorities, almost all (96%) indicated that it was essential or very important for the community to focus on Safety (ensuring the police force is well-trained and has the necessary equipment, staff, resources and facilities) in the coming five years. A similar proportion also supported additional financial resources being given to Safety. About one half or more of respondents tended to assess Safety services positively, providing ratings that were similar to the benchmark.

Residents value Economy and emphasize its importance.

In addition to Safety, residents would like the City to focus on aspects of the Economy in the coming two years. Overall, Milford's economic ratings were similar to those in other communities across the U.S., though ratings for Milford as a place to visit were lower than the national benchmark. About half of respondents felt the overall economic health in Milford was excellent or good and almost all residents supported the local economy by making purchases within the City. At least 4 in 5 respondents thought it was essential or very important for Economic Development (e.g., support for retaining/expanding businesses, attracting new businesses, workforce development, etc.) to be priorities for the City and supported additional financial resources for this support.

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The National Citizen SurveyTM

Milford, DE

Dashboard Summary of Findings

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2017



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Summary

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). This report summarizes Milford’s performance in the eight facets of community livability with the “General” rating as a summary of results from the overarching questions not shown within any of the eight facets. The “Overall” represents the community pillar in its entirety (the eight facets and general).

By summarizing resident ratings across the eight facets and three pillars of a livable community, a picture of Milford’s community livability emerges. Below, the color of each community facet summarizes how residents rated each of the pillars that support it – Community Characteristics, Governance and Participation. When most ratings were higher than the benchmark, the color is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

Broadly, ratings about the community’s characteristics across all pillars of community livability tended to be positive and similar to the benchmark.

Figure 1: Dashboard Summary

	Community Characteristics			Governance			Participation		
	Higher	Similar	Lower	Higher	Similar	Lower	Higher	Similar	Lower
Overall	1	46	5	0	45	1	0	33	2
General	0	7	0	0	3	0	0	3	0
Safety	0	3	0	0	7	0	0	3	0
Mobility	1	7	0	0	8	0	0	2	1
Natural Environment	0	3	0	0	5	1	0	3	0
Built Environment	0	5	0	0	7	0	0	1	1
Economy	0	7	1	0	1	0	0	3	0
Recreation and Wellness	0	6	1	0	4	0	0	5	0
Education and Enrichment	0	3	3	0	2	0	0	3	0
Community Engagement	0	5	0	0	8	0	0	10	0

Legend	
	Higher
	Similar
	Lower

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Figure 2: Detailed Dashboard

	Community Characteristics	Benchmark	Percent positive	Governance	Benchmark	Percent positive	Participation	Benchmark	Percent positive
General	Overall appearance	↔	69%	Customer service	↔	76%	Recommend Milford	↔	84%
	Overall quality of life	↔	77%	Services provided by Milford	↔	76%	Remain in Milford	↔	81%
	Place to retire	↔	65%	Services provided by the Federal Government	↔	36%	Contacted Milford employees	↔	52%
	Place to raise children	↔	75%						
	Place to live	↔	84%						
	Neighborhood	↔	78%						
Safety	Overall image	↔	62%						
	Overall feeling of safety	↔	70%	Police	↔	80%	Was NOT the victim of a crime	↔	81%
	Safe in neighborhood	↔	91%	Crime prevention	↔	61%	Did NOT report a crime	↔	73%
	Safe downtown area	↔	89%	Fire	↔	96%	Stocked supplies for an emergency	↔	40%
				Fire prevention	↔	73%			
				Ambulance/EMS	↔	92%			
				Emergency preparedness	↔	63%			
				Animal control	↔	48%			
				Traffic enforcement	↔	75%	Carpooled instead of driving alone	↔	35%
				Street repair	↔	50%	Walked or biked instead of driving	↔	56%
Mobility	Traffic flow	↑	65%	Street cleaning	↔	70%	Used public transportation instead of driving	↓	7%
	Travel by car	↔	81%	Street lighting	↔	76%			
	Travel by bicycle	↔	58%	Snow removal	↔	65%			
	Ease of walking	↔	74%	Sidewalk maintenance	↔	48%			
	Travel by public transportation	↔	31%	Traffic signal timing	↔	56%			
	Overall ease of travel	↔	80%	Bus or transit services	↔	46%			
	Public parking	↔	61%						
Natural Environment	Paths and walking trails	↔	61%	Garbage collection	↔	80%	Recycled at home	↔	91%
	Overall natural environment	↔	79%	Recycling	↔	79%	Conserved water	↔	86%
	Air quality	↔	70%	Yard waste pick-up	↔	75%	Made home more energy efficient	↔	80%
	Cleanliness	↔	64%	Drinking water	↓	47%			
				Open space	↔	56%			
Built Environment				Natural areas preservation	↔	61%			
	New development in Milford	↔	49%	Sewer services	↔	73%	NOT experiencing housing cost stress	↔	59%
	Affordable quality housing	↔	41%	Storm drainage	↔	56%	Did NOT observe a code violation	↓	43%
	Housing options	↔	49%	Power utility	↔	69%			
	Overall built environment	↔	55%	Utility billing	↔	60%			
	Public places	↔	53%	Land use, planning and zoning	↔	42%			
				Code enforcement	↔	39%			
			Cable television	↔	49%				

Legend

↑↑ Much higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much lower * Not available

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	Community Characteristics	Benchmark	Percent positive	Governance	Benchmark	Percent positive	Participation	Benchmark	Percent positive
Economy	Overall economic health	↔	49%	Economic development	↔	45%	Economy will have positive impact on income	↔	26%
	Shopping opportunities	↔	45%				Purchased goods or services in Milford	↔	95%
	Employment opportunities	↔	27%				Work in Milford	↔	34%
	Place to visit	↓	49%						
	Cost of living	↔	45%						
	Vibrant downtown/commercial area	↔	44%						
	Place to work	↔	46%						
Recreation and Wellness	Business and services	↔	52%						
	Fitness opportunities	↔	54%	City parks	↔	72%	In very good to excellent health	↔	49%
	Recreational opportunities	↓	49%	Recreation centers	↔	55%	Used Milford recreation centers	↔	62%
	Health care	↔	64%	Recreation programs	↔	56%	Visited a City park	↔	76%
	Food	↔	62%	Health services	↔	73%	Ate 5 portions of fruits and vegetables	↔	84%
	Mental health care	↔	43%				Participated in moderate or vigorous physical activity	↔	76%
	Health and wellness	↔	64%						
Education and Enrichment	Preventive health services	↔	61%						
	K-12 education	↓	58%	Public libraries	↔	81%	Used Milford public libraries	↔	65%
	Cultural/arts/music activities	↔	55%	Special events	↔	64%	Participated in religious or spiritual activities	↔	44%
	Child care/preschool	↔	53%				Attended a City-sponsored event	↔	56%
	Religious or spiritual events and activities	↔	72%						
	Adult education	↓↓	29%						
	Overall education and enrichment	↓	49%						
Community Engagement	Opportunities to participate in community matters	↔	55%	Public information	↔	69%	Sense of community	↔	55%
	Opportunities to volunteer	↔	65%	Overall direction	↔	61%	Voted in local elections	↔	77%
	Openness and acceptance	↔	53%	Value of services for taxes paid	↔	51%	Talked to or visited with neighbors	↔	90%
	Social events and activities	↔	53%	Welcoming citizen involvement	↔	55%	Attended a local public meeting	↔	21%
	Neighborliness	↔	49%	Confidence in City government	↔	56%	Volunteered	↔	34%
				Acting in the best interest of Milford	↔	54%	Participated in a club	↔	18%
				Being honest	↔	59%	Campaigned for an issue, cause or candidate	↔	17%
				Treating all residents fairly	↔	52%	Contacted Milford elected officials	↔	22%
							Read or watched local news	↔	90%
							Done a favor for a neighbor	↔	86%

Legend

↑↑ Much higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much lower * Not available

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Milford, DE

Technical Appendices
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Contents

Appendix A: Complete Survey Responses	1
Appendix B: Benchmark Comparisons	19
Appendix C: Detailed Survey Methods	29
Appendix D: Survey Materials	34



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Appendix A: Complete Survey Responses

Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 1: Question 1

Please rate each of the following aspects of quality of life in Milford:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Milford as a place to live	22%	N=89	62%	N=250	13%	N=54	2%	N=9	100%	N=401
Your neighborhood as a place to live	27%	N=108	51%	N=204	18%	N=74	4%	N=16	100%	N=401
Milford as a place to raise children	20%	N=70	55%	N=189	20%	N=70	5%	N=16	100%	N=344
Milford as a place to work	10%	N=31	37%	N=116	41%	N=128	13%	N=41	100%	N=316
Milford as a place to visit	10%	N=39	39%	N=151	39%	N=151	12%	N=45	100%	N=387
Milford as a place to retire	18%	N=67	47%	N=173	26%	N=95	9%	N=35	100%	N=370
The overall quality of life in Milford	19%	N=75	58%	N=231	20%	N=80	3%	N=12	100%	N=398

Table 2: Question 2

Please rate each of the following characteristics as they relate to Milford as a whole:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Milford	15%	N=60	55%	N=221	21%	N=85	8%	N=33	100%	N=399
Overall ease of getting to the places you usually have to visit	22%	N=90	58%	N=232	17%	N=69	3%	N=10	100%	N=402
Quality of overall natural environment in Milford	15%	N=61	63%	N=250	18%	N=70	4%	N=14	100%	N=395
Overall "built environment" of Milford (including overall design, buildings, parks and transportation systems)	12%	N=47	43%	N=166	35%	N=136	11%	N=41	100%	N=390
Health and wellness opportunities in Milford	16%	N=60	48%	N=186	30%	N=118	6%	N=23	100%	N=388
Overall opportunities for education and enrichment	13%	N=46	36%	N=124	34%	N=117	17%	N=59	100%	N=346
Overall economic health of Milford	8%	N=30	41%	N=145	43%	N=155	7%	N=27	100%	N=356
Sense of community	14%	N=56	40%	N=158	36%	N=142	9%	N=36	100%	N=392
Overall image or reputation of Milford	12%	N=46	51%	N=201	31%	N=122	7%	N=26	100%	N=394

Table 3: Question 3

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
	%	N	%	N	%	N	%	N	%	N
Recommend living in Milford to someone who asks	39%	N=155	45%	N=179	10%	N=42	6%	N=23	100%	N=399
Remain in Milford for the next five years	50%	N=197	32%	N=124	10%	N=40	8%	N=33	100%	N=393

Table 4: Question 4

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
In your neighborhood during the day	59%	N=236	32%	N=130	5%	N=19	3%	N=11	1%	N=4	100%	N=401
In Milford's downtown area during the day	50%	N=192	40%	N=153	4%	N=16	4%	N=14	3%	N=11	100%	N=386

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Table 5: Question 5

Please rate each of the following characteristics as they relate to Milford as a whole:	Excellent		Good		Fair		Poor		Total	
Traffic flow on major streets	13%	N=53	52%	N=206	26%	N=105	8%	N=34	100%	N=398
Ease of public parking	14%	N=54	47%	N=184	31%	N=120	9%	N=33	100%	N=391
Ease of travel by car in Milford	21%	N=82	60%	N=237	16%	N=64	3%	N=11	100%	N=394
Ease of travel by public transportation in Milford	9%	N=22	22%	N=51	27%	N=65	42%	N=99	100%	N=237
Ease of travel by bicycle in Milford	14%	N=39	44%	N=124	32%	N=90	10%	N=27	100%	N=279
Ease of walking in Milford	26%	N=100	48%	N=184	19%	N=74	6%	N=24	100%	N=381
Availability of paths and walking trails	20%	N=70	41%	N=145	28%	N=97	12%	N=41	100%	N=352
Air quality	17%	N=67	53%	N=209	22%	N=87	7%	N=29	100%	N=392
Cleanliness of Milford	18%	N=72	47%	N=187	31%	N=123	5%	N=20	100%	N=403
Overall appearance of Milford	19%	N=78	49%	N=199	26%	N=106	5%	N=19	100%	N=403
Public places where people want to spend time	12%	N=47	41%	N=157	33%	N=128	13%	N=51	100%	N=383
Variety of housing options	11%	N=40	38%	N=139	32%	N=116	19%	N=70	100%	N=365
Availability of affordable quality housing	14%	N=47	27%	N=92	29%	N=98	30%	N=100	100%	N=337
Fitness opportunities (including exercise classes and paths or trails, etc.)	14%	N=49	40%	N=145	38%	N=138	8%	N=30	100%	N=362
Recreational opportunities	12%	N=42	38%	N=135	36%	N=129	15%	N=53	100%	N=358
Availability of affordable quality food	15%	N=60	46%	N=184	29%	N=116	9%	N=37	100%	N=397
Availability of affordable quality health care	20%	N=76	44%	N=169	30%	N=113	6%	N=22	100%	N=380
Availability of preventive health services	19%	N=70	42%	N=152	35%	N=127	4%	N=16	100%	N=364
Availability of affordable quality mental health care	16%	N=40	27%	N=71	32%	N=82	25%	N=65	100%	N=258

Table 6: Question 6

Please rate each of the following characteristics as they relate to Milford as a whole:	Excellent		Good		Fair		Poor		Total	
Availability of affordable quality child care/preschool	7%	N=13	46%	N=86	30%	N=56	17%	N=31	100%	N=186
K-12 education	11%	N=27	47%	N=118	32%	N=78	10%	N=25	100%	N=248
Adult educational opportunities	8%	N=19	21%	N=52	36%	N=88	35%	N=84	100%	N=243
Opportunities to attend cultural/arts/music activities	13%	N=42	42%	N=138	34%	N=112	11%	N=37	100%	N=329
Opportunities to participate in religious or spiritual events and activities	20%	N=68	52%	N=172	26%	N=85	2%	N=7	100%	N=332
Employment opportunities	3%	N=8	24%	N=75	47%	N=147	26%	N=82	100%	N=313
Shopping opportunities	12%	N=47	33%	N=130	38%	N=152	17%	N=68	100%	N=396
Cost of living in Milford	9%	N=36	36%	N=136	44%	N=167	11%	N=42	100%	N=381
Overall quality of business and service establishments in Milford	6%	N=23	46%	N=175	40%	N=153	8%	N=30	100%	N=381
Vibrant downtown/commercial area	7%	N=25	38%	N=144	39%	N=148	17%	N=64	100%	N=382
Overall quality of new development in Milford	8%	N=30	41%	N=145	39%	N=138	12%	N=43	100%	N=356
Opportunities to participate in social events and activities	11%	N=38	42%	N=146	37%	N=128	10%	N=34	100%	N=347
Opportunities to volunteer	17%	N=53	48%	N=150	28%	N=87	7%	N=23	100%	N=313
Opportunities to participate in community matters	16%	N=51	39%	N=122	32%	N=102	13%	N=39	100%	N=314
Openness and acceptance of the community toward people of diverse backgrounds	12%	N=41	41%	N=145	35%	N=124	12%	N=43	100%	N=353
Neighborliness of residents in Milford	11%	N=40	38%	N=145	40%	N=153	11%	N=40	100%	N=378

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Table 7: Question 7

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
	%	N	%	N	%	N
Made efforts to conserve water	14%	N=56	86%	N=332	100%	N=388
Made efforts to make your home more energy efficient	20%	N=79	80%	N=307	100%	N=386
Observed a code violation or other hazard in Milford (weeds, abandoned buildings, etc.)	43%	N=168	57%	N=223	100%	N=391
Household member was a victim of a crime in Milford	81%	N=318	19%	N=75	100%	N=393
Reported a crime to the police in Milford	73%	N=288	27%	N=106	100%	N=394
Stocked supplies in preparation for an emergency	60%	N=237	40%	N=156	100%	N=393
Campaigned or advocated for an issue, cause or candidate	83%	N=323	17%	N=65	100%	N=388
Contacted the City of Milford (in-person, phone, email or web) for help or information	48%	N=191	52%	N=204	100%	N=395
Contacted Milford elected officials (in-person, phone, email or web) to express your opinion	78%	N=307	22%	N=85	100%	N=393

Table 8: Question 8

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Milford?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
	%	N	%	N	%	N	%	N	%	N
Used Milford recreation facilities or their services	12%	N=47	22%	N=84	29%	N=113	38%	N=147	100%	N=391
Visited a neighborhood park or City park	14%	N=56	24%	N=95	37%	N=147	24%	N=95	100%	N=393
Used Milford public libraries or their services	8%	N=33	25%	N=98	32%	N=123	35%	N=135	100%	N=389
Participated in religious or spiritual activities in Milford	12%	N=45	11%	N=44	21%	N=82	56%	N=220	100%	N=392
Attended a City-sponsored event	2%	N=6	8%	N=31	46%	N=181	44%	N=171	100%	N=389
Used bus other public transportation instead of driving	3%	N=10	1%	N=5	3%	N=13	93%	N=365	100%	N=393
Carpooled with other adults or children instead of driving alone	9%	N=35	15%	N=58	11%	N=43	65%	N=256	100%	N=393
Walked or biked instead of driving	13%	N=51	18%	N=72	25%	N=97	44%	N=172	100%	N=392
Volunteered your time to some group/activity in Milford	11%	N=42	9%	N=37	14%	N=55	66%	N=262	100%	N=396
Participated in a club	5%	N=20	7%	N=26	6%	N=23	82%	N=321	100%	N=390
Talked to or visited with your immediate neighbors	45%	N=179	30%	N=121	15%	N=58	10%	N=38	100%	N=396
Done a favor for a neighbor	20%	N=78	28%	N=109	39%	N=155	14%	N=53	100%	N=395

Table 9: Question 9

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
	%	N	%	N	%	N	%	N	%	N
Attended a local public meeting	0%	N=0	2%	N=8	19%	N=76	79%	N=311	100%	N=395

Table 10: Question 10

Please rate the quality of each of the following services in Milford:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Police services	32%	N=117	48%	N=178	15%	N=54	5%	N=20	100%	N=369
Fire services	40%	N=129	55%	N=177	4%	N=12	1%	N=2	100%	N=320
Ambulance or emergency medical services	41%	N=126	51%	N=156	7%	N=23	1%	N=3	100%	N=307
Crime prevention	18%	N=58	43%	N=141	26%	N=84	13%	N=42	100%	N=325
Fire prevention and education	25%	N=69	48%	N=131	24%	N=66	3%	N=8	100%	N=273
Traffic enforcement	19%	N=65	56%	N=196	18%	N=61	7%	N=25	100%	N=348
Street repair	13%	N=48	37%	N=135	30%	N=109	20%	N=73	100%	N=365

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Please rate the quality of each of the following services in Milford:	Excellent		Good		Fair		Poor		Total	
Street cleaning	20%	N=75	49%	N=181	21%	N=78	9%	N=33	100%	N=367
Street lighting	16%	N=59	60%	N=226	20%	N=76	4%	N=16	100%	N=377
Snow removal	17%	N=65	48%	N=180	24%	N=89	11%	N=42	100%	N=377
Sidewalk maintenance	15%	N=53	33%	N=116	35%	N=123	17%	N=60	100%	N=351
Traffic signal timing	15%	N=58	41%	N=155	30%	N=112	14%	N=55	100%	N=380
Bus or transit services	15%	N=29	31%	N=60	27%	N=52	28%	N=54	100%	N=195
Garbage collection	33%	N=128	47%	N=182	17%	N=67	2%	N=9	100%	N=385
Recycling	33%	N=125	46%	N=174	18%	N=69	3%	N=12	100%	N=380
Yard waste pick-up	32%	N=105	43%	N=139	23%	N=73	2%	N=7	100%	N=324
Storm drainage	16%	N=55	40%	N=134	32%	N=110	12%	N=41	100%	N=340
Drinking water	16%	N=59	32%	N=117	29%	N=109	23%	N=86	100%	N=370
Sewer services	24%	N=85	49%	N=175	23%	N=83	3%	N=12	100%	N=354
Power (electric) utility	28%	N=108	40%	N=155	22%	N=84	9%	N=36	100%	N=383
Utility billing	19%	N=71	41%	N=153	24%	N=89	16%	N=60	100%	N=372
City parks	21%	N=73	52%	N=180	25%	N=86	3%	N=11	100%	N=349
Recreation programs or classes	13%	N=32	43%	N=108	37%	N=94	7%	N=17	100%	N=252
Recreation facilities	15%	N=42	41%	N=118	37%	N=108	8%	N=22	100%	N=290
Land use, planning and zoning	7%	N=18	35%	N=88	46%	N=117	13%	N=33	100%	N=256
Code enforcement (weeds, abandoned buildings, etc.)	9%	N=27	30%	N=85	40%	N=114	22%	N=62	100%	N=288
Animal control	11%	N=30	37%	N=99	36%	N=97	16%	N=42	100%	N=268
Economic development	10%	N=31	35%	N=106	41%	N=122	14%	N=42	100%	N=301
Health services	18%	N=63	55%	N=191	24%	N=83	4%	N=13	100%	N=350
Public library services	36%	N=122	45%	N=152	18%	N=63	1%	N=2	100%	N=339
Public information services	18%	N=56	51%	N=158	27%	N=83	4%	N=14	100%	N=311
Cable television	11%	N=37	37%	N=125	31%	N=103	21%	N=69	100%	N=334
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	16%	N=45	46%	N=129	25%	N=70	12%	N=33	100%	N=277
Preservation of natural areas such as open space, farmlands and greenbelts	12%	N=37	48%	N=145	29%	N=86	10%	N=30	100%	N=299
Milford open space	11%	N=33	45%	N=139	34%	N=104	11%	N=33	100%	N=309
City-sponsored special events	13%	N=43	51%	N=169	30%	N=100	6%	N=21	100%	N=332
Overall customer service by Milford employees (police, receptionists, planners, etc.)	27%	N=99	49%	N=177	18%	N=67	6%	N=21	100%	N=364

Table 11: Question 11

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Total	
The City of Milford	20%	N=77	55%	N=211	20%	N=77	4%	N=16	100%	N=381
The Federal Government	8%	N=25	29%	N=96	46%	N=152	18%	N=60	100%	N=333

Table 12: Question 12

Please rate the following categories of Milford government performance:	Excellent		Good		Fair		Poor		Total	
The value of services for the taxes paid to Milford	8%	N=28	43%	N=152	31%	N=108	18%	N=65	100%	N=353
The overall direction that Milford is taking	14%	N=48	48%	N=168	28%	N=98	11%	N=39	100%	N=353
The job Milford government does at welcoming citizen involvement	11%	N=34	44%	N=140	30%	N=96	15%	N=46	100%	N=316

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Please rate the following categories of Milford government performance:	Excellent		Good		Fair		Poor		Total	
Overall confidence in Milford government	9%	N=32	47%	N=168	31%	N=110	13%	N=47	100%	N=358
Generally acting in the best interest of the community	11%	N=38	43%	N=154	35%	N=124	11%	N=39	100%	N=355
Being honest	11%	N=39	47%	N=161	29%	N=99	12%	N=41	100%	N=339
Treating all residents fairly	11%	N=35	41%	N=138	35%	N=118	13%	N=43	100%	N=335

Table 13: Question 13

Please rate how important, if at all, you think it is for the Milford community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Milford	63%	N=253	31%	N=126	5%	N=20	0%	N=1	100%	N=400
Overall ease of getting to the places you usually have to visit	24%	N=97	49%	N=197	23%	N=92	3%	N=12	100%	N=398
Quality of overall natural environment in Milford	26%	N=104	55%	N=220	18%	N=70	1%	N=3	100%	N=397
Overall "built environment" of Milford (including overall design, buildings, parks and transportation systems)	25%	N=99	51%	N=204	22%	N=86	2%	N=7	100%	N=397
Health and wellness opportunities in Milford	37%	N=147	43%	N=169	18%	N=73	2%	N=8	100%	N=396
Overall opportunities for education and enrichment	35%	N=138	48%	N=189	15%	N=59	2%	N=8	100%	N=395
Overall economic health of Milford	48%	N=189	41%	N=162	10%	N=40	1%	N=5	100%	N=396
Sense of community	35%	N=139	51%	N=203	12%	N=46	2%	N=7	100%	N=395

Table 14: Question 14

Please rate how important, if at all, it is for the City of Milford to prioritize each of the following potential focus areas over the next five years:	Essential		Very important		Somewhat important		Not at all important		Total	
Economic Development (e.g., support for retaining/expanding businesses, attracting new businesses, workforce development, etc.)	48%	N=189	41%	N=160	11%	N=44	0%	N=1	100%	N=394
Utilities and Environment (e.g., ensuring reliable, sufficient safe water and electric resources, efficient utility use and implementing sustainable practices)	58%	N=231	38%	N=148	4%	N=16	0%	N=0	100%	N=395
Neighborhoods (e.g., promoting strong neighborhoods, neighborhood connectivity to the community as a whole, supply of quality housing for all socio-economic groups, etc.)	42%	N=169	38%	N=151	18%	N=72	2%	N=7	100%	N=399
Safety (ensuring the police force is well-trained and has the necessary equipment, staff, resources and facilities)	65%	N=258	31%	N=124	3%	N=12	1%	N=2	100%	N=396
Parks & Recreation (providing recreational programs for all ages, maintaining and developing parks and amenities like the Mispillion Riverwalk, etc.)	36%	N=142	46%	N=183	16%	N=65	2%	N=8	100%	N=397

Table 15: Question 15

How much do you support or oppose additional financial resources for each of the following focus areas?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Economic Development (e.g., support for retaining/expanding businesses, attracting new businesses, workforce development, etc.)	41%	N=152	49%	N=183	7%	N=25	3%	N=12	100%	N=372
Utilities and Environment (e.g., ensuring reliable, sufficient safe water and electric resources, efficient utility use and implementing sustainable practices)	60%	N=229	35%	N=135	2%	N=6	4%	N=14	100%	N=384
Neighborhoods (e.g., promoting strong neighborhoods, neighborhood connectivity to the community as a whole, supply of quality housing for all socio-economic groups, etc.)	47%	N=176	39%	N=149	9%	N=34	5%	N=19	100%	N=377
Safety (ensuring the police force is well-trained and has the necessary equipment, staff, resources and facilities)	73%	N=279	23%	N=86	4%	N=14	1%	N=5	100%	N=384
Parks & Recreation (providing recreational programs for all ages, maintaining and developing parks and amenities like the Mispillion Riverwalk, etc.)	43%	N=162	44%	N=169	9%	N=33	4%	N=16	100%	N=380

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Table 16: Question 16

Many Milford businesses stay open for expanded hours on the 3rd Thursday of each month. Please select the option that comes closest to your level of participation in 3rd Thursday events and activities in Downtown Milford in the last 12 months.	Percent	Number
I am not aware of 3rd Thursday	50%	N=197
I have heard of 3rd Thursday but have not attended	31%	N=121
I have attended 3rd Thursday activities once or twice	16%	N=65
I have attended 3rd Thursday activities three times or more	3%	N=11
Total	100%	N=395

Table 17: Question 17

Downtown Milford businesses could consider expanding their normal hours (most businesses are currently open on weekdays with limited evening and/or weekend hours). How likely, if at all, would you be to frequent Downtown Milford businesses at the following times?	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
Friday evenings	22%	N=83	46%	N=172	13%	N=49	18%	N=69	100%	N=373
Monday through Thursday evenings	9%	N=34	41%	N=153	25%	N=93	24%	N=89	100%	N=369
Saturday afternoons or evenings	32%	N=121	45%	N=169	11%	N=40	12%	N=44	100%	N=375
Sunday afternoons or evenings	23%	N=83	34%	N=125	19%	N=71	24%	N=89	100%	N=369

Table 18: Question D1

How often, if at all, do you do each of the following, considering all of the times you could?	Never		Rarely		Sometimes		Usually		Always		Total	
Recycle at home	4%	N=15	5%	N=19	10%	N=39	14%	N=55	68%	N=269	100%	N=398
Purchase goods or services from a business located in Milford	1%	N=4	4%	N=14	18%	N=72	55%	N=220	22%	N=90	100%	N=400
Eat at least 5 portions of fruits and vegetables a day	2%	N=8	14%	N=56	41%	N=162	31%	N=124	11%	N=45	100%	N=394
Participate in moderate or vigorous physical activity	5%	N=21	18%	N=72	43%	N=169	25%	N=98	9%	N=35	100%	N=395
Read or watch local news (via television, paper, computer, etc.)	3%	N=13	7%	N=26	21%	N=82	32%	N=125	38%	N=149	100%	N=395
Vote in local elections	12%	N=49	11%	N=42	14%	N=56	22%	N=88	41%	N=161	100%	N=397

Table 19: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	14%	N=54
Very good	35%	N=140
Good	37%	N=145
Fair	13%	N=50
Poor	2%	N=7
Total	100%	N=397

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Table 20: Question D3

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent	Number
Very positive	6%	N=24
Somewhat positive	20%	N=79
Neutral	55%	N=218
Somewhat negative	13%	N=52
Very negative	5%	N=20
Total	100%	N=394

Table 21: Question D4

What is your employment status?	Percent	Number
Working full time for pay	52%	N=202
Working part time for pay	11%	N=41
Unemployed, looking for paid work	1%	N=3
Unemployed, not looking for paid work	4%	N=14
Fully retired	32%	N=125
Total	100%	N=386

Table 22: Question D5

Do you work inside the boundaries of Milford?	Percent	Number
Yes, outside the home	29%	N=109
Yes, from home	5%	N=19
No	66%	N=248
Total	100%	N=377

Table 23: Question D6

How many years have you lived in Milford?	Percent	Number
Less than 2 years	13%	N=50
2 to 5 years	26%	N=104
6 to 10 years	18%	N=73
11 to 20 years	20%	N=82
More than 20 years	23%	N=90
Total	100%	N=399

Table 24: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	66%	N=264
Building with two or more homes (duplex, townhome, apartment or condominium)	33%	N=130
Mobile home	1%	N=2
Other	1%	N=3
Total	100%	N=399

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Table 25: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	39%	N=154
Owned	61%	N=238
Total	100%	N=392

Table 26: Question D9

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$300 per month	5%	N=20
\$300 to \$599 per month	14%	N=51
\$600 to \$999 per month	41%	N=154
\$1,000 to \$1,499 per month	19%	N=73
\$1,500 to \$2,499 per month	19%	N=70
\$2,500 or more per month	1%	N=5
Total	100%	N=374

Table 27: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	70%	N=273
Yes	30%	N=118
Total	100%	N=391

Table 28: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	68%	N=267
Yes	32%	N=126
Total	100%	N=393

Table 29: Question D12

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent	Number
Less than \$25,000	23%	N=86
\$25,000 to \$49,999	30%	N=112
\$50,000 to \$99,999	32%	N=119
\$100,000 to \$149,999	9%	N=35
\$150,000 or more	4%	N=16
Total	100%	N=369

Table 30: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	87%	N=335
Yes, I consider myself to be Spanish, Hispanic or Latino	13%	N=49
Total	100%	N=385

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Table 31: Question D14

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	2%	N=8
Asian, Asian Indian or Pacific Islander	1%	N=2
Black or African American	16%	N=60
White	73%	N=282
Other	11%	N=43

Total may exceed 100% as respondents could select more than one option.

Table 32: Question D15

In which category is your age?	Percent	Number
18 to 24 years	1%	N=4
25 to 34 years	20%	N=80
35 to 44 years	18%	N=73
45 to 54 years	20%	N=80
55 to 64 years	12%	N=46
65 to 74 years	18%	N=70
75 years or older	11%	N=43
Total	100%	N=396

Table 33: Question D16

What is your sex?	Percent	Number
Female	59%	N=231
Male	41%	N=162
Total	100%	N=393

Table 34: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	64%	N=251
Land line	18%	N=70
Both	19%	N=74
Total	100%	N=395

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Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 35: Question 1

Please rate each of the following aspects of quality of life in Milford:	Excellent		Good		Fair		Poor		Don't know		Total	
Milford as a place to live	22%	N=89	62%	N=250	13%	N=54	2%	N=9	0%	N=0	100%	N=401
Your neighborhood as a place to live	27%	N=108	51%	N=204	18%	N=74	4%	N=16	0%	N=0	100%	N=401
Milford as a place to raise children	17%	N=70	47%	N=189	18%	N=70	4%	N=16	14%	N=54	100%	N=398
Milford as a place to work	8%	N=31	29%	N=116	32%	N=128	10%	N=41	21%	N=83	100%	N=399
Milford as a place to visit	10%	N=39	38%	N=151	38%	N=151	11%	N=45	2%	N=9	100%	N=396
Milford as a place to retire	17%	N=67	44%	N=173	24%	N=95	9%	N=35	6%	N=24	100%	N=394
The overall quality of life in Milford	19%	N=75	58%	N=231	20%	N=80	3%	N=12	0%	N=0	100%	N=398

Table 36: Question 2

Please rate each of the following characteristics as they relate to Milford as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Overall feeling of safety in Milford	15%	N=60	55%	N=221	21%	N=85	8%	N=33	0%	N=0	100%	N=399
Overall ease of getting to the places you usually have to visit	22%	N=90	58%	N=232	17%	N=69	2%	N=10	0%	N=0	100%	N=402
Quality of overall natural environment in Milford	15%	N=61	63%	N=250	18%	N=70	4%	N=14	1%	N=3	100%	N=398
Overall "built environment" of Milford (including overall design, buildings, parks and transportation systems)	12%	N=47	41%	N=166	34%	N=136	10%	N=41	3%	N=11	100%	N=402
Health and wellness opportunities in Milford	15%	N=60	47%	N=186	29%	N=118	6%	N=23	3%	N=13	100%	N=400
Overall opportunities for education and enrichment	12%	N=46	31%	N=124	29%	N=117	15%	N=59	13%	N=51	100%	N=396
Overall economic health of Milford	8%	N=30	37%	N=145	39%	N=155	7%	N=27	10%	N=39	100%	N=394
Sense of community	14%	N=56	40%	N=158	36%	N=142	9%	N=36	2%	N=7	100%	N=399
Overall image or reputation of Milford	11%	N=46	50%	N=201	31%	N=122	7%	N=26	1%	N=4	100%	N=398

Table 37: Question 3

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Milford to someone who asks	39%	N=155	44%	N=179	10%	N=42	6%	N=23	1%	N=3	100%	N=402
Remain in Milford for the next five years	49%	N=197	31%	N=124	10%	N=40	8%	N=33	2%	N=8	100%	N=402

Table 38: Question 4

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
In your neighborhood during the day	59%	N=236	32%	N=130	5%	N=19	3%	N=11	1%	N=4	0%	N=0	100%	N=401
In Milford's downtown area during the day	48%	N=192	38%	N=153	4%	N=16	4%	N=14	3%	N=11	4%	N=15	100%	N=401

Table 39: Question 5

Please rate each of the following characteristics as they relate to Milford as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Traffic flow on major streets	13%	N=53	52%	N=206	26%	N=105	8%	N=34	0%	N=0	100%	N=398

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Please rate each of the following characteristics as they relate to Milford as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Ease of public parking	14%	N=54	46%	N=184	30%	N=120	8%	N=33	1%	N=4	100%	N=395
Ease of travel by car in Milford	21%	N=82	60%	N=237	16%	N=64	3%	N=11	1%	N=4	100%	N=399
Ease of travel by public transportation in Milford	6%	N=22	13%	N=51	16%	N=65	25%	N=99	40%	N=159	100%	N=396
Ease of travel by bicycle in Milford	10%	N=39	31%	N=124	23%	N=90	7%	N=27	29%	N=115	100%	N=394
Ease of walking in Milford	25%	N=100	46%	N=184	18%	N=74	6%	N=24	5%	N=18	100%	N=400
Availability of paths and walking trails	18%	N=70	36%	N=145	24%	N=97	10%	N=41	12%	N=47	100%	N=399
Air quality	17%	N=67	52%	N=209	22%	N=87	7%	N=29	2%	N=9	100%	N=402
Cleanliness of Milford	18%	N=72	47%	N=187	31%	N=123	5%	N=20	0%	N=0	100%	N=403
Overall appearance of Milford	19%	N=78	49%	N=199	26%	N=106	5%	N=19	0%	N=0	100%	N=403
Public places where people want to spend time	12%	N=47	39%	N=157	32%	N=128	13%	N=51	4%	N=18	100%	N=401
Variety of housing options	10%	N=40	35%	N=139	29%	N=116	18%	N=70	8%	N=31	100%	N=396
Availability of affordable quality housing	12%	N=47	23%	N=92	25%	N=98	25%	N=100	16%	N=63	100%	N=400
Fitness opportunities (including exercise classes and paths or trails, etc.)	12%	N=49	36%	N=145	34%	N=138	7%	N=30	10%	N=39	100%	N=400
Recreational opportunities	11%	N=42	34%	N=135	32%	N=129	13%	N=53	10%	N=40	100%	N=398
Availability of affordable quality food	15%	N=60	46%	N=184	29%	N=116	9%	N=37	1%	N=3	100%	N=400
Availability of affordable quality health care	19%	N=76	42%	N=169	28%	N=113	5%	N=22	5%	N=20	100%	N=401
Availability of preventive health services	17%	N=70	38%	N=152	32%	N=127	4%	N=16	9%	N=34	100%	N=399
Availability of affordable quality mental health care	10%	N=40	18%	N=71	21%	N=82	16%	N=65	35%	N=141	100%	N=399

Table 40: Question 6

Please rate each of the following characteristics as they relate to Milford as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Availability of affordable quality child care/preschool	3%	N=13	22%	N=86	14%	N=56	8%	N=31	52%	N=205	100%	N=391
K-12 education	7%	N=27	31%	N=118	20%	N=78	7%	N=25	35%	N=136	100%	N=385
Adult educational opportunities	5%	N=19	13%	N=52	22%	N=88	21%	N=84	38%	N=150	100%	N=392
Opportunities to attend cultural/arts/music activities	11%	N=42	35%	N=138	29%	N=112	9%	N=37	16%	N=64	100%	N=392
Opportunities to participate in religious or spiritual events and activities	17%	N=68	44%	N=172	22%	N=85	2%	N=7	15%	N=60	100%	N=392
Employment opportunities	2%	N=8	19%	N=75	38%	N=147	21%	N=82	19%	N=75	100%	N=388
Shopping opportunities	12%	N=47	33%	N=130	38%	N=152	17%	N=68	1%	N=3	100%	N=399
Cost of living in Milford	9%	N=36	35%	N=136	43%	N=167	11%	N=42	1%	N=3	100%	N=385
Overall quality of business and service establishments in Milford	6%	N=23	45%	N=175	39%	N=153	8%	N=30	3%	N=10	100%	N=391
Vibrant downtown/commercial area	6%	N=25	37%	N=144	38%	N=148	16%	N=64	3%	N=11	100%	N=393
Overall quality of new development in Milford	8%	N=30	37%	N=145	35%	N=138	11%	N=43	9%	N=33	100%	N=389
Opportunities to participate in social events and activities	10%	N=38	37%	N=146	32%	N=128	8%	N=34	12%	N=48	100%	N=395
Opportunities to volunteer	13%	N=53	38%	N=150	22%	N=87	6%	N=23	21%	N=83	100%	N=395
Opportunities to participate in community matters	13%	N=51	31%	N=122	26%	N=102	10%	N=39	20%	N=77	100%	N=391
Openness and acceptance of the community toward people of diverse backgrounds	11%	N=41	37%	N=145	32%	N=124	11%	N=43	9%	N=34	100%	N=387
Neighborliness of residents in Milford	10%	N=40	37%	N=145	39%	N=153	10%	N=40	4%	N=15	100%	N=393

Table 41: Question 7

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
	%	N	%	N	%	N
Made efforts to conserve water	14%	N=56	86%	N=332	100%	N=388

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Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
Made efforts to make your home more energy efficient	20%	N=79	80%	N=307	100%	N=386
Observed a code violation or other hazard in Milford (weeds, abandoned buildings, etc.)	43%	N=168	57%	N=223	100%	N=391
Household member was a victim of a crime in Milford	81%	N=318	19%	N=75	100%	N=393
Reported a crime to the police in Milford	73%	N=288	27%	N=106	100%	N=394
Stocked supplies in preparation for an emergency	60%	N=237	40%	N=156	100%	N=393
Campaigned or advocated for an issue, cause or candidate	83%	N=323	17%	N=65	100%	N=388
Contacted the City of Milford (in-person, phone, email or web) for help or information	48%	N=191	52%	N=204	100%	N=395
Contacted Milford elected officials (in-person, phone, email or web) to express your opinion	78%	N=307	22%	N=85	100%	N=393

Table 42: Question 8

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Milford?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Used Milford recreation facilities or their services	12%	N=47	22%	N=84	29%	N=113	38%	N=147	100%	N=391
Visited a neighborhood park or City park	14%	N=56	24%	N=95	37%	N=147	24%	N=95	100%	N=393
Used Milford public libraries or their services	8%	N=33	25%	N=98	32%	N=123	35%	N=135	100%	N=389
Participated in religious or spiritual activities in Milford	12%	N=45	11%	N=44	21%	N=82	56%	N=220	100%	N=392
Attended a City-sponsored event	2%	N=6	8%	N=31	46%	N=181	44%	N=171	100%	N=389
Used bus other public transportation instead of driving	3%	N=10	1%	N=5	3%	N=13	93%	N=365	100%	N=393
Carpooled with other adults or children instead of driving alone	9%	N=35	15%	N=58	11%	N=43	65%	N=256	100%	N=393
Walked or biked instead of driving	13%	N=51	18%	N=72	25%	N=97	44%	N=172	100%	N=392
Volunteered your time to some group/activity in Milford	11%	N=42	9%	N=37	14%	N=55	66%	N=262	100%	N=396
Participated in a club	5%	N=20	7%	N=26	6%	N=23	82%	N=321	100%	N=390
Talked to or visited with your immediate neighbors	45%	N=179	30%	N=121	15%	N=58	10%	N=38	100%	N=396
Done a favor for a neighbor	20%	N=78	28%	N=109	39%	N=155	14%	N=53	100%	N=395

Table 43: Question 9

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Attended a local public meeting	0%	N=0	2%	N=8	19%	N=76	79%	N=311	100%	N=395

Table 44: Question 10

Please rate the quality of each of the following services in Milford:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	30%	N=117	46%	N=178	14%	N=54	5%	N=20	6%	N=23	100%	N=392
Fire services	33%	N=129	45%	N=177	3%	N=12	1%	N=2	18%	N=70	100%	N=391
Ambulance or emergency medical services	32%	N=126	40%	N=156	6%	N=23	1%	N=3	21%	N=82	100%	N=390
Crime prevention	15%	N=58	36%	N=141	22%	N=84	11%	N=42	16%	N=62	100%	N=388
Fire prevention and education	18%	N=69	33%	N=131	17%	N=66	2%	N=8	30%	N=117	100%	N=391
Traffic enforcement	17%	N=65	50%	N=196	16%	N=61	6%	N=25	11%	N=44	100%	N=392
Street repair	12%	N=48	35%	N=135	28%	N=109	19%	N=73	6%	N=25	100%	N=390
Street cleaning	19%	N=75	46%	N=181	20%	N=78	8%	N=33	6%	N=23	100%	N=390
Street lighting	15%	N=59	58%	N=226	20%	N=76	4%	N=16	3%	N=14	100%	N=391

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Please rate the quality of each of the following services in Milford:	Excellent		Good		Fair		Poor		Don't know		Total	
Snow removal	17%	N=65	46%	N=180	23%	N=89	11%	N=42	4%	N=15	100%	N=391
Sidewalk maintenance	14%	N=53	30%	N=116	32%	N=123	15%	N=60	10%	N=37	100%	N=388
Traffic signal timing	15%	N=58	40%	N=155	29%	N=112	14%	N=55	3%	N=10	100%	N=390
Bus or transit services	7%	N=29	15%	N=60	13%	N=52	14%	N=54	50%	N=194	100%	N=389
Garbage collection	33%	N=128	47%	N=182	17%	N=67	2%	N=9	1%	N=6	100%	N=391
Recycling	32%	N=125	45%	N=174	18%	N=69	3%	N=12	3%	N=10	100%	N=390
Yard waste pick-up	27%	N=105	36%	N=139	19%	N=73	2%	N=7	16%	N=62	100%	N=387
Storm drainage	14%	N=55	35%	N=134	29%	N=110	11%	N=41	11%	N=44	100%	N=384
Drinking water	15%	N=59	30%	N=117	28%	N=109	22%	N=86	5%	N=18	100%	N=387
Sewer services	22%	N=85	45%	N=175	21%	N=83	3%	N=12	9%	N=34	100%	N=387
Power (electric) utility	28%	N=108	40%	N=155	22%	N=84	9%	N=36	2%	N=7	100%	N=390
Utility billing	18%	N=71	40%	N=153	23%	N=89	15%	N=60	3%	N=13	100%	N=385
City parks	19%	N=73	46%	N=180	22%	N=86	3%	N=11	10%	N=38	100%	N=388
Recreation programs or classes	8%	N=32	28%	N=108	25%	N=94	4%	N=17	34%	N=132	100%	N=384
Recreation facilities	11%	N=42	31%	N=118	28%	N=108	6%	N=22	24%	N=92	100%	N=383
Land use, planning and zoning	5%	N=18	23%	N=88	30%	N=117	8%	N=33	34%	N=132	100%	N=388
Code enforcement (weeds, abandoned buildings, etc.)	7%	N=27	22%	N=85	29%	N=114	16%	N=62	25%	N=98	100%	N=386
Animal control	8%	N=30	26%	N=99	25%	N=97	11%	N=42	31%	N=121	100%	N=389
Economic development	8%	N=31	28%	N=106	32%	N=122	11%	N=42	21%	N=79	100%	N=380
Health services	16%	N=63	50%	N=191	21%	N=83	3%	N=13	9%	N=37	100%	N=386
Public library services	32%	N=122	40%	N=152	16%	N=63	1%	N=2	12%	N=46	100%	N=386
Public information services	14%	N=56	40%	N=158	21%	N=83	4%	N=14	20%	N=79	100%	N=390
Cable television	10%	N=37	32%	N=125	27%	N=103	18%	N=69	13%	N=52	100%	N=386
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	12%	N=45	33%	N=129	18%	N=70	9%	N=33	28%	N=109	100%	N=385
Preservation of natural areas such as open space, farmlands and greenbelts	10%	N=37	38%	N=145	23%	N=86	8%	N=30	21%	N=81	100%	N=380
Milford open space	9%	N=33	36%	N=139	27%	N=104	9%	N=33	20%	N=76	100%	N=384
City-sponsored special events	11%	N=43	44%	N=169	26%	N=100	5%	N=21	13%	N=52	100%	N=384
Overall customer service by Milford employees (police, receptionists, planners, etc.)	26%	N=99	47%	N=177	18%	N=67	5%	N=21	4%	N=13	100%	N=377

Table 45: Question 11

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
The City of Milford	20%	N=77	54%	N=211	19%	N=77	4%	N=16	3%	N=12	100%	N=393
The Federal Government	6%	N=25	24%	N=96	39%	N=152	15%	N=60	15%	N=58	100%	N=391

Table 46: Question 12

Please rate the following categories of Milford government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Milford	7%	N=28	39%	N=152	28%	N=108	17%	N=65	9%	N=35	100%	N=388
The overall direction that Milford is taking	12%	N=48	43%	N=168	25%	N=98	10%	N=39	9%	N=36	100%	N=389
The job Milford government does at welcoming citizen involvement	9%	N=34	36%	N=140	25%	N=96	12%	N=46	19%	N=72	100%	N=388
Overall confidence in Milford government	8%	N=32	43%	N=168	28%	N=110	12%	N=47	8%	N=31	100%	N=389
Generally acting in the best interest of the community	10%	N=38	40%	N=154	32%	N=124	10%	N=39	8%	N=29	100%	N=384

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Please rate the following categories of Milford government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Being honest	10%	N=39	41%	N=161	26%	N=99	11%	N=41	12%	N=48	100%	N=388
Treating all residents fairly	9%	N=35	36%	N=138	31%	N=118	11%	N=43	14%	N=53	100%	N=388

Table 47: Question 13

Please rate how important, if at all, you think it is for the Milford community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Milford	63%	N=253	31%	N=126	5%	N=20	0%	N=1	100%	N=400
Overall ease of getting to the places you usually have to visit	24%	N=97	49%	N=197	23%	N=92	3%	N=12	100%	N=398
Quality of overall natural environment in Milford	26%	N=104	55%	N=220	18%	N=70	1%	N=3	100%	N=397
Overall "built environment" of Milford (including overall design, buildings, parks and transportation systems)	25%	N=99	51%	N=204	22%	N=86	2%	N=7	100%	N=397
Health and wellness opportunities in Milford	37%	N=147	43%	N=169	18%	N=73	2%	N=8	100%	N=396
Overall opportunities for education and enrichment	35%	N=138	48%	N=189	15%	N=59	2%	N=8	100%	N=395
Overall economic health of Milford	48%	N=189	41%	N=162	10%	N=40	1%	N=5	100%	N=396
Sense of community	35%	N=139	51%	N=203	12%	N=46	2%	N=7	100%	N=395

Table 48: Question 14

Please rate how important, if at all, it is for the City of Milford to prioritize each of the following potential focus areas over the next five years:	Essential		Very important		Somewhat important		Not at all important		Total	
	%	N	%	N	%	N	%	N	%	N
Economic Development (e.g., support for retaining/expanding businesses, attracting new businesses, workforce development, etc.)	48%	N=189	41%	N=160	11%	N=44	0%	N=1	100%	N=394
Utilities and Environment (e.g., ensuring reliable, sufficient safe water and electric resources, efficient utility use and implementing sustainable practices)	58%	N=231	38%	N=148	4%	N=16	0%	N=0	100%	N=395
Neighborhoods (e.g., promoting strong neighborhoods, neighborhood connectivity to the community as a whole, supply of quality housing for all socio-economic groups, etc.)	42%	N=169	38%	N=151	18%	N=72	2%	N=7	100%	N=399
Safety (ensuring the police force is well-trained and has the necessary equipment, staff, resources and facilities)	65%	N=258	31%	N=124	3%	N=12	1%	N=2	100%	N=396
Parks & Recreation (providing recreational programs for all ages, maintaining and developing parks and amenities like the Mispillion Riverwalk, etc.)	36%	N=142	46%	N=183	16%	N=65	2%	N=8	100%	N=397

Table 49: Question 15

How much do you support or oppose additional financial resources for each of the following focus areas?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Economic Development (e.g., support for retaining/expanding businesses, attracting new businesses, workforce development, etc.)	39%	N=152	47%	N=183	6%	N=25	3%	N=12	5%	N=21	100%	N=392
Utilities and Environment (e.g., ensuring reliable, sufficient safe water and electric resources, efficient utility use and implementing sustainable practices)	58%	N=229	34%	N=135	2%	N=6	3%	N=14	3%	N=10	100%	N=394
Neighborhoods (e.g., promoting strong neighborhoods, neighborhood connectivity to the community as a whole, supply of quality housing for all socio-economic groups, etc.)	45%	N=176	38%	N=149	9%	N=34	5%	N=19	4%	N=16	100%	N=392
Safety (ensuring the police force is well-trained and has the necessary equipment, staff, resources and facilities)	71%	N=279	22%	N=86	4%	N=14	1%	N=5	3%	N=10	100%	N=394
Parks & Recreation (providing recreational programs for all ages, maintaining and developing parks and amenities like the Mispillion Riverwalk, etc.)	41%	N=162	43%	N=169	8%	N=33	4%	N=16	3%	N=11	100%	N=391

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Table 50: Question 16

Many Milford businesses stay open for expanded hours on the 3rd Thursday of each month. Please select the option that comes closest to your level of participation in 3rd Thursday events and activities in Downtown Milford in the last 12 months.	Percent	Number
I am not aware of 3rd Thursday	50%	N=197
I have heard of 3rd Thursday but have not attended	31%	N=121
I have attended 3rd Thursday activities once or twice	16%	N=65
I have attended 3rd Thursday activities three times or more	3%	N=11
Total	100%	N=395

Table 51: Question 17

Downtown Milford businesses could consider expanding their normal hours (most businesses are currently open on weekdays with limited evening and/or weekend hours). How likely, if at all, would you be to frequent Downtown Milford businesses at the following times?	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Friday evenings	21%	N=83	44%	N=172	13%	N=49	18%	N=69	5%	N=19	100%	N=393
Monday through Thursday evenings	9%	N=34	39%	N=153	24%	N=93	23%	N=89	5%	N=19	100%	N=388
Saturday afternoons or evenings	31%	N=121	43%	N=169	10%	N=40	11%	N=44	5%	N=20	100%	N=395
Sunday afternoons or evenings	21%	N=83	32%	N=125	18%	N=71	23%	N=89	6%	N=24	100%	N=392

Table 52: Question D1

How often, if at all, do you do each of the following, considering all of the times you could?	Never		Rarely		Sometimes		Usually		Always		Total	
Recycle at home	4%	N=15	5%	N=19	10%	N=39	14%	N=55	68%	N=269	100%	N=398
Purchase goods or services from a business located in Milford	1%	N=4	4%	N=14	18%	N=72	55%	N=220	22%	N=90	100%	N=400
Eat at least 5 portions of fruits and vegetables a day	2%	N=8	14%	N=56	41%	N=162	31%	N=124	11%	N=45	100%	N=394
Participate in moderate or vigorous physical activity	5%	N=21	18%	N=72	43%	N=169	25%	N=98	9%	N=35	100%	N=395
Read or watch local news (via television, paper, computer, etc.)	3%	N=13	7%	N=26	21%	N=82	32%	N=125	38%	N=149	100%	N=395
Vote in local elections	12%	N=49	11%	N=42	14%	N=56	22%	N=88	41%	N=161	100%	N=397

Table 53: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	14%	N=54
Very good	35%	N=140
Good	37%	N=145
Fair	13%	N=50
Poor	2%	N=7
Total	100%	N=397

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Table 54: Question D3

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent	Number
Very positive	6%	N=24
Somewhat positive	20%	N=79
Neutral	55%	N=218
Somewhat negative	13%	N=52
Very negative	5%	N=20
Total	100%	N=394

Table 55: Question D4

What is your employment status?	Percent	Number
Working full time for pay	52%	N=202
Working part time for pay	11%	N=41
Unemployed, looking for paid work	1%	N=3
Unemployed, not looking for paid work	4%	N=14
Fully retired	32%	N=125
Total	100%	N=386

Table 56: Question D5

Do you work inside the boundaries of Milford?	Percent	Number
Yes, outside the home	29%	N=109
Yes, from home	5%	N=19
No	66%	N=248
Total	100%	N=377

Table 57: Question D6

How many years have you lived in Milford?	Percent	Number
Less than 2 years	13%	N=50
2 to 5 years	26%	N=104
6 to 10 years	18%	N=73
11 to 20 years	20%	N=82
More than 20 years	23%	N=90
Total	100%	N=399

Table 58: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	66%	N=264
Building with two or more homes (duplex, townhome, apartment or condominium)	33%	N=130
Mobile home	1%	N=2
Other	1%	N=3
Total	100%	N=399

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Table 59: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	39%	N=154
Owned	61%	N=238
Total	100%	N=392

Table 60: Question D9

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$300 per month	5%	N=20
\$300 to \$599 per month	14%	N=51
\$600 to \$999 per month	41%	N=154
\$1,000 to \$1,499 per month	19%	N=73
\$1,500 to \$2,499 per month	19%	N=70
\$2,500 or more per month	1%	N=5
Total	100%	N=374

Table 61: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	70%	N=273
Yes	30%	N=118
Total	100%	N=391

Table 62: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	68%	N=267
Yes	32%	N=126
Total	100%	N=393

Table 63: Question D12

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent	Number
Less than \$25,000	23%	N=86
\$25,000 to \$49,999	30%	N=112
\$50,000 to \$99,999	32%	N=119
\$100,000 to \$149,999	9%	N=35
\$150,000 or more	4%	N=16
Total	100%	N=369

Table 64: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	87%	N=335
Yes, I consider myself to be Spanish, Hispanic or Latino	13%	N=49
Total	100%	N=385

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Table 65: Question D14

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	2%	N=8
Asian, Asian Indian or Pacific Islander	1%	N=2
Black or African American	16%	N=60
White	73%	N=282
Other	11%	N=43

Total may exceed 100% as respondents could select more than one option.

Table 66: Question D15

In which category is your age?	Percent	Number
18 to 24 years	1%	N=4
25 to 34 years	20%	N=80
35 to 44 years	18%	N=73
45 to 54 years	20%	N=80
55 to 64 years	12%	N=46
65 to 74 years	18%	N=70
75 years or older	11%	N=43
Total	100%	N=396

Table 67: Question D16

What is your sex?	Percent	Number
Female	59%	N=231
Male	41%	N=162
Total	100%	N=393

Table 68: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	64%	N=251
Land line	18%	N=70
Both	19%	N=74
Total	100%	N=395

Appendix B: Benchmark Comparisons

Comparison Data

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 500 communities whose residents evaluated the same kinds of topics on The National Citizen Survey™. The comparison evaluations are from the most recent survey completed in each community; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The communities in the database represent a wide geographic and population range. The City of Milford chose to have comparisons made to the entire database.

Interpreting the Results

Ratings are compared when there are at least five communities in which a similar question was asked. Where comparisons are available, four columns are provided in the table. The first column is Milford’s “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe,” etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month. The second column is the rank assigned to Milford’s rating among communities where a similar question was asked. The third column is the number of communities that asked a similar question. The final column shows the comparison of Milford’s rating to the benchmark.

In that final column, Milford’s results are noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark, meaning that the average rating given by Milford residents is statistically similar to or different (greater or lesser) than the benchmark. More extreme differences are noted as “much higher” or “much lower.”

Benchmark Database Characteristics	
Region	Percent
New England	3%
Middle Atlantic	5%
East North Central	15%
West North Central	13%
South Atlantic	22%
East South Central	3%
West South Central	7%
Mountain	16%
Pacific	16%
Population	Percent
Less than 10,000	10%
10,000 to 24,999	22%
25,000 to 49,999	23%
50,000 to 99,999	22%
100,000 or more	23%

National Benchmark Comparisons

Table 69: Community Characteristics General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
The overall quality of life in Milford	77%	302	442	Similar
Overall image or reputation of Milford	62%	231	330	Similar
Milford as a place to live	84%	270	377	Similar
Your neighborhood as a place to live	78%	226	296	Similar
Milford as a place to raise children	75%	256	366	Similar
Milford as a place to retire	65%	194	341	Similar
Overall appearance of Milford	69%	202	344	Similar

Table 70: Community Characteristics by Facet

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Safety	Overall feeling of safety in Milford	70%	251	315	Similar	
	In your neighborhood during the day	91%	245	341	Similar	
	In Milford's downtown/commercial area during the day	89%	195	296	Similar	
Mobility	Overall ease of getting to the places you usually have to visit	80%	99	223	Similar	
	Availability of paths and walking trails	61%	169	297	Similar	
	Ease of walking in Milford	74%	94	282	Similar	
	Ease of travel by bicycle in Milford	58%	108	285	Similar	
	Ease of travel by public transportation in Milford	31%	130	188	Similar	
	Ease of travel by car in Milford	81%	63	286	Similar	
	Ease of public parking	61%	73	185	Similar	
	Traffic flow on major streets	65%	69	332	Higher	
Natural Environment	Quality of overall natural environment in Milford	79%	177	260	Similar	
	Cleanliness of Milford	64%	183	267	Similar	
	Air quality	70%	172	225	Similar	
Built Environment	Overall "built environment" of Milford (including overall design, buildings, parks and transportation systems)	55%	141	212	Similar	
	Overall quality of new development in Milford	49%	187	271	Similar	
	Availability of affordable quality housing	41%	159	286	Similar	
	Variety of housing options	49%	184	262	Similar	
	Public places where people want to spend time	53%	159	204	Similar	
Economy	Overall economic health of Milford	49%	151	218	Similar	
	Vibrant downtown/commercial area	44%	112	196	Similar	
	Overall quality of business and service establishments in Milford	52%	185	254	Similar	
	Cost of living in Milford	45%	97	215	Similar	
	Shopping opportunities	45%	185	277	Similar	
	Employment opportunities	27%	205	296	Similar	
	Milford as a place to visit	49%	175	232	Lower	
	Milford as a place to work	46%	257	342	Similar	
	Recreation and Wellness	Health and wellness opportunities in Milford	64%	147	213	Similar
		Availability of affordable quality mental health care	43%	106	186	Similar
Availability of preventive health services		61%	107	217	Similar	
Availability of affordable quality health care		64%	104	243	Similar	
Availability of affordable quality food		62%	154	218	Similar	
Recreational opportunities		49%	242	283	Lower	
	Fitness opportunities (including exercise classes and paths or trails, etc.)	54%	170	204	Similar	

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		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Education and Enrichment	Overall opportunities for education and enrichment	49%	181	214	Lower
	Opportunities to participate in religious or spiritual events and activities	72%	143	186	Similar
	Opportunities to attend cultural/arts/music activities	55%	161	281	Similar
	Adult educational opportunities	29%	182	192	Much lower
	K-12 education	58%	198	253	Lower
	Availability of affordable quality child care/preschool	53%	144	232	Similar
Community Engagement	Opportunities to participate in social events and activities	53%	165	243	Similar
	Neighborliness of Milford	49%	170	207	Similar
	Openness and acceptance of the community toward people of diverse backgrounds	53%	214	276	Similar
	Opportunities to participate in community matters	55%	184	255	Similar
	Opportunities to volunteer	65%	171	247	Similar

Table 71: Governance General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Services provided by the City of Milford	76%	208	417	Similar
Overall customer service by Milford employees (police, receptionists, planners, etc.)	76%	163	358	Similar
Value of services for the taxes paid to Milford	51%	244	386	Similar
Overall direction that Milford is taking	61%	138	300	Similar
Job Milford government does at welcoming citizen involvement	55%	153	302	Similar
Overall confidence in Milford government	56%	108	216	Similar
Generally acting in the best interest of the community	54%	118	216	Similar
Being honest	59%	118	209	Similar
Treating all residents fairly	52%	126	214	Similar
Services provided by the Federal Government	36%	107	232	Similar

Table 72: Governance by Facet

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Safety	Police services	80%	227	444	Similar
	Fire services	96%	170	366	Similar
	Ambulance or emergency medical services	92%	164	335	Similar
	Crime prevention	61%	233	340	Similar
	Fire prevention and education	73%	178	268	Similar
	Animal control	48%	269	325	Similar
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	63%	158	261	Similar
	Traffic enforcement	75%	98	356	Similar
	Street repair	50%	193	384	Similar
	Street cleaning	70%	113	306	Similar
Mobility	Street lighting	76%	54	311	Similar
	Snow removal	65%	143	283	Similar
	Sidewalk maintenance	48%	172	307	Similar
	Traffic signal timing	56%	72	246	Similar
	Bus or transit services	46%	132	209	Similar
	Garbage collection	80%	197	346	Similar
Natural Environment	Recycling	79%	170	344	Similar
	Yard waste pick-up	75%	112	261	Similar

The National Citizen Survey™

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
	Drinking water	47%	281	312	Lower
	Preservation of natural areas such as open space, farmlands and greenbelts	61%	132	240	Similar
	Milford open space	56%	133	194	Similar
	Storm drainage	56%	229	339	Similar
	Sewer services	73%	166	311	Similar
	Power (electric and/or gas) utility	69%	117	159	Similar
	Utility billing	60%	150	188	Similar
	Land use, planning and zoning	42%	159	288	Similar
	Code enforcement (weeds, abandoned buildings, etc.)	39%	263	373	Similar
Built Environment	Cable television	49%	117	188	Similar
Economy	Economic development	45%	164	268	Similar
	City parks	72%	233	312	Similar
	Recreation programs or classes	56%	244	310	Similar
Recreation and Wellness	Recreation centers or facilities	55%	204	261	Similar
	Health services	73%	83	197	Similar
Education and Enrichment	City-sponsored special events	64%	147	234	Similar
	Public library services	81%	180	329	Similar
Community Engagement	Public information services	69%	123	267	Similar

Table 73: Participation General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Sense of community	55%	206	296	Similar
Recommend living in Milford to someone who asks	84%	180	267	Similar
Remain in Milford for the next five years	81%	180	258	Similar
Contacted Milford (in-person, phone, email or web) for help or information	52%	78	297	Similar

Table 74: Participation by Facet

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
	Stocked supplies in preparation for an emergency	40%	66	187	Similar
	Did NOT report a crime to the police	73%	163	209	Similar
Safety	Household member was NOT a victim of a crime	81%	231	256	Similar
	Used bus, rail, subway or other public transportation instead of driving	7%	140	171	Lower
	Carpooled with other adults or children instead of driving alone	35%	177	198	Similar
Mobility	Walked or biked instead of driving	56%	99	205	Similar
	Made efforts to conserve water	86%	64	193	Similar
	Made efforts to make your home more energy efficient	80%	48	193	Similar
Natural Environment	Recycle at home	91%	107	239	Similar
	Did NOT observe a code violation or other hazard in Milford	43%	158	199	Lower
Built Environment	NOT experiencing housing costs stress	59%	207	237	Similar
	Purchase goods or services from a business located in Milford	95%	150	203	Similar
Economy	Economy will have positive impact on income	26%	150	238	Similar

The National Citizen Survey™

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Recreation and Wellness	Work inside boundaries of Milford	34%	115	204	Similar
	Used Milford recreation centers or their services	62%	62	220	Similar
	Visited a neighborhood park or City park	76%	216	251	Similar
	Eat at least 5 portions of fruits and vegetables a day	84%	93	195	Similar
	Participate in moderate or vigorous physical activity	76%	187	199	Similar
	In very good to excellent health	49%	183	199	Similar
Education and Enrichment	Used Milford public libraries or their services	65%	99	226	Similar
	Participated in religious or spiritual activities in Milford	44%	104	184	Similar
	Attended City-sponsored event	56%	92	205	Similar
Community Engagement	Campaigned or advocated for an issue, cause or candidate	17%	154	186	Similar
	Contacted Milford elected officials (in-person, phone, email or web) to express your opinion	22%	44	202	Similar
	Volunteered your time to some group/activity in Milford	34%	164	245	Similar
	Participated in a club	18%	195	221	Similar
	Talked to or visited with your immediate neighbors	90%	115	199	Similar
	Done a favor for a neighbor	86%	39	194	Similar
	Attended a local public meeting	21%	113	245	Similar
	Read or watch local news (via television, paper, computer, etc.)	90%	31	204	Similar
	Vote in local elections	77%	189	239	Similar

Communities included in national comparisons

The communities included in Milford’s comparisons are listed on the following pages along with their population according to the 2010 Census.

Adams County, CO	441,603	Augusta CCD, GA	134,777
Airway Heights city, WA	6,114	Aurora city, CO	325,078
Albany city, OR	50,158	Austin city, TX	790,390
Albemarle County, VA.....	98,970	Avon town, CO	6,447
Albert Lea city, MN.....	18,016	Avon town, IN	12,446
Alexandria city, VA.....	139,966	Avondale city, AZ	76,238
Algonquin village, IL.....	30,046	Azusa city, CA.....	46,361
Aliso Viejo city, CA	47,823	Bainbridge Island city, WA.....	23,025
Altoona city, IA	14,541	Baltimore city, MD.....	620,961
American Canyon city, CA.....	19,454	Bartonville town, TX.....	1,469
Ames city, IA	58,965	Battle Creek city, MI.....	52,347
Andover CDP, MA.....	8,762	Bay City city, MI.....	34,932
Ankeny city, IA	45,582	Bay Village city, OH.....	15,651
Ann Arbor city, MI.....	113,934	Baytown city, TX.....	71,802
Annapolis city, MD	38,394	Bedford city, TX.....	46,979
Apache Junction city, AZ.....	35,840	Bedford town, MA	13,320
Arapahoe County, CO.....	572,003	Bellevue city, WA	122,363
Arkansas City city, AR.....	366	Bellingham city, WA	80,885
Arlington city, TX	365,438	Benbrook city, TX.....	21,234
Arvada city, CO.....	106,433	Bend city, OR.....	76,639
Asheville city, NC	83,393	Bettendorf city, IA.....	33,217
Ashland city, OR	20,078	Billings city, MT.....	104,170
Ashland town, MA.....	16,593	Blaine city, MN.....	57,186
Ashland town, VA.....	7,225	Bloomfield Hills city, MI	3,869
Aspen city, CO	6,658	Bloomington city, IN	80,405
Athens-Clarke County,GA.....	115,452	Bloomington city, MN	82,893
Auburn city, AL	53,380	Blue Springs city, MO	52,575

The National Citizen Survey™

Boise City city, ID	205,671	Copperas Cove city, TX.....	32,032
Bonner Springs city, KS	7,314	Coral Springs city, FL.....	121,096
Boone County, KY	118,811	Coronado city, CA	18,912
Boulder city, CO.....	97,385	Corvallis city, OR.....	54,462
Bowling Green city, KY	58,067	Cottonwood Heights city, UT	33,433
Bozeman city, MT	37,280	Creve Coeur city, MO	17,833
Brentwood city, MO.....	8,055	Cross Roads town, TX	1,563
Brentwood city, TN	37,060	Dacono city, CO.....	4,152
Brighton city, CO.....	33,352	Dade City city, FL.....	6,437
Brighton city, MI	7,444	Dakota County, MN	398,552
Bristol city, TN	26,702	Dallas city, OR	14,583
Broken Arrow city, OK	98,850	Dallas city, TX.....	1,197,816
Brookfield city, WI	37,920	Danville city, KY.....	16,218
Brookline CDP, MA	58,732	Dardenne Prairie city, MO.....	11,494
Brooklyn Center city, MN	30,104	Darien city, IL.....	22,086
Brooklyn city, OH	11,169	Davenport city, FL.....	2,888
Broomfield city, CO	55,889	Davenport city, IA.....	99,685
Brownsburg town, IN	21,285	Davidson town, NC.....	10,944
Buffalo Grove village, IL	41,496	Dayton city, OH	141,527
Burien city, WA.....	33,313	Dayton town, WY	757
Burleson city, TX.....	36,690	Decatur city, GA.....	19,335
Burlingame city, CA.....	28,806	Del Mar city, CA	4,161
Cabarrus County, NC.....	178,011	DeLand city, FL.....	27,031
Cambridge city, MA.....	105,162	Delaware city, OH	34,753
Cannon Beach city, OR.....	1,690	Delray Beach city, FL.....	60,522
Cañon City city, CO	16,400	Denison city, TX.....	22,682
Canton city, SD	3,057	Denton city, TX.....	113,383
Cape Coral city, FL.....	154,305	Denver city, CO.....	600,158
Cape Girardeau city, MO.....	37,941	Derby city, KS.....	22,158
Carlisle borough, PA.....	18,682	Des Moines city, IA	203,433
Carlsbad city, CA.....	105,328	Des Peres city, MO	8,373
Carroll city, IA.....	10,103	Destin city, FL.....	12,305
Cartersville city, GA.....	19,731	Dothan city, AL	65,496
Cary town, NC	135,234	Douglas County, CO	285,465
Castine town, ME	1,366	Dover city, NH	29,987
Castle Pines North city, CO	10,360	Dublin city, CA	46,036
Castle Rock town, CO.....	48,231	Dublin city, OH	41,751
Cedar Hill city, TX	45,028	Duluth city, MN.....	86,265
Cedar Rapids city, IA.....	126,326	Durham city, NC	228,330
Celina city, TX.....	6,028	Durham County, NC.....	267,587
Centennial city, CO.....	100,377	Eagan city, MN	64,206
Chandler city, AZ	236,123	Eagle Mountain city, UT.....	21,415
Chandler city, TX	2,734	Eagle town, CO.....	6,508
Chanhassen city, MN.....	22,952	East Grand Forks city, MN	8,601
Chapel Hill town, NC	57,233	East Lansing city, MI	48,579
Charles County, MD	146,551	Eau Claire city, WI	65,883
Charlotte city, NC.....	731,424	Eden Prairie city, MN.....	60,797
Charlotte County, FL	159,978	Edgerton city, KS	1,671
Charlottesville city, VA.....	43,475	Edgewater city, CO	5,170
Chattanooga city, TN.....	167,674	Edina city, MN	47,941
Chautauqua town, NY	4,464	Edmond city, OK.....	81,405
Chesterfield County, VA.....	316,236	Edmonds city, WA.....	39,709
Citrus Heights city, CA.....	83,301	El Cerrito city, CA.....	23,549
Clackamas County, OR	375,992	El Dorado County, CA.....	181,058
Clarendon Hills village, IL	8,427	Elk Grove city, CA	153,015
Clayton city, MO	15,939	Elko New Market city, MN.....	4,110
Clearwater city, FL	107,685	Elmhurst city, IL.....	44,121
Cleveland Heights city, OH	46,121	Encinitas city, CA	59,518
Clinton city, SC	8,490	Englewood city, CO	30,255
Clive city, IA	15,447	Erie town, CO	18,135
Clovis city, CA.....	95,631	Escambia County, FL.....	297,619
College Park city, MD	30,413	Estes Park town, CO.....	5,858
College Station city, TX	93,857	Euclid city, OH.....	48,920
Colleyville city, TX.....	22,807	Fairview town, TX	7,248
Columbia city, MO.....	108,500	Farmersville city, TX.....	3,301
Columbia city, SC.....	129,272	Fayetteville city, NC.....	200,564
Columbia Falls city, MT.....	4,688	Fishers town, IN	76,794
Concord city, CA	122,067	Flagstaff city, AZ	65,870
Concord town, MA.....	17,668	Flower Mound town, TX.....	64,669
Coon Rapids city, MN	61,476	Forest Grove city, OR	21,083

The National Citizen Survey™

Fort Collins city, CO.....	143,986	Jefferson Parish, LA	432,552
Fort Lauderdale city, FL.....	165,521	Johnson City city, TN.....	63,152
Fort Smith city, AR.....	86,209	Johnston city, IA.....	17,278
Franklin city, TN.....	62,487	Jupiter town, FL.....	55,156
Fremont city, CA	214,089	Kalamazoo city, MI.....	74,262
Friendswood city, TX.....	35,805	Kansas City city, KS.....	145,786
Fruita city, CO.....	12,646	Kansas City city, MO.....	459,787
Gahanna city, OH.....	33,248	Keizer city, OR.....	36,478
Gaithersburg city, MD.....	59,933	Kenmore city, WA	20,460
Galveston city, TX.....	47,743	Kennedale city, TX	6,763
Gardner city, KS.....	19,123	Kennett Square borough, PA.....	6,072
Georgetown city, TX.....	47,400	Kent city, WA.....	92,411
Germantown city, TN	38,844	Kerrville city, TX.....	22,347
Gilbert town, AZ.....	208,453	Kettering city, OH	56,163
Gillette city, WY	29,087	Key West city, FL	24,649
Glendora city, CA	50,073	King City city, CA	12,874
Glenview village, IL.....	44,692	King County, WA.....	1,931,249
Globe city, AZ	7,532	Kirkland city, WA.....	48,787
Golden city, CO.....	18,867	Kirkwood city, MO.....	27,540
Golden Valley city, MN.....	20,371	Knoxville city, IA	7,313
Goodyear city, AZ	65,275	La Mesa city, CA	57,065
Grafton village, WI.....	11,459	La Plata town, MD.....	8,753
Grand Blanc city, MI.....	8,276	La Porte city, TX	33,800
Grants Pass city, OR.....	34,533	La Vista city, NE.....	15,758
Grass Valley city, CA	12,860	Lafayette city, CO	24,453
Greeley city, CO.....	92,889	Laguna Beach city, CA.....	22,723
Greenville city, NC.....	84,554	Laguna Niguel city, CA	62,979
Greenwich town, CT.....	61,171	Lake Forest city, IL	19,375
Greenwood Village city, CO.....	13,925	Lake in the Hills village, IL.....	28,965
Greer city, SC	25,515	Lake Oswego city, OR	36,619
Gunnison County, CO	15,324	Lake Stevens city, WA	28,069
Hailey city, ID	7,960	Lake Worth city, FL	34,910
Haines Borough, AK	2,508	Lake Zurich village, IL	19,631
Haltom City city, TX	42,409	Lakeville city, MN	55,954
Hamilton city, OH.....	62,477	Lakewood city, CO	142,980
Hamilton town, MA	7,764	Lakewood city, WA.....	58,163
Hanover County, VA.....	99,863	Lane County, OR.....	351,715
Harrisburg city, SD.....	4,089	Lansing city, MI	114,297
Harrisonburg city, VA	48,914	Laramie city, WY.....	30,816
Harrisonville city, MO	10,019	Larimer County, CO.....	299,630
Hayward city, CA	144,186	Las Cruces city, NM.....	97,618
Henderson city, NV	257,729	Las Vegas city, NV	583,756
Herndon town, VA.....	23,292	Lawrence city, KS.....	87,643
High Point city, NC.....	104,371	Lawrenceville city, GA	28,546
Highland Park city, IL.....	29,763	Lee's Summit city, MO.....	91,364
Highlands Ranch CDP, CO	96,713	Lehi city, UT	47,407
Holland city, MI.....	33,051	Lenexa city, KS	48,190
Homer Glen village, IL.....	24,220	Lewis County, NY	27,087
Honolulu County, HI.....	953,207	Lewiston city, ID.....	31,894
Hooksett town, NH.....	13,451	Lewisville city, TX.....	95,290
Hopkins city, MN.....	17,591	Lewisville town, NC	12,639
Hopkinton town, MA.....	14,925	Libertyville village, IL.....	20,315
Hoquiam city, WA	8,726	Lincoln city, NE	258,379
Horry County, SC.....	269,291	Lindsborg city, KS	3,458
Howard village, WI.....	17,399	Little Chute village, WI	10,449
Hudson city, OH.....	22,262	Littleton city, CO	41,737
Hudson town, CO.....	2,356	Livermore city, CA.....	80,968
Huntley village, IL.....	24,291	Lombard village, IL	43,165
Hurst city, TX.....	37,337	Lone Tree city, CO	10,218
Hutchinson city, MN	14,178	Long Grove village, IL	8,043
Hutto city, TX	14,698	Longmont city, CO	86,270
Independence city, MO.....	116,830	Longview city, TX.....	80,455
Indianola city, IA	14,782	Lonsdale city, MN.....	3,674
Indio city, CA	76,036	Los Alamos County, NM.....	17,950
Iowa City city, IA	67,862	Los Altos Hills town, CA.....	7,922
Irving city, TX.....	216,290	Louisville city, CO.....	18,376
Issaquah city, WA	30,434	Lower Merion township, PA	57,825
Jackson County, MI.....	160,248	Lynchburg city, VA	75,568
James City County, VA	67,009	Lynnwood city, WA	35,836
Jefferson County, NY.....	116,229	Macomb County, MI.....	840,978

The National Citizen Survey™

Manassas city, VA	37,821	Novi city, MI	55,224
Manhattan Beach city, CA	35,135	O'Fallon city, IL	28,281
Manhattan city, KS	52,281	O'Fallon city, MO	79,329
Mankato city, MN	39,309	Oak Park village, IL	51,878
Maple Grove city, MN	61,567	Oakland city, CA	390,724
Maricopa County, AZ	3,817,117	Oakley city, CA	35,432
Marion city, IA	34,768	Oklahoma City city, OK	579,999
Marshfield city, WI	19,118	Olathe city, KS	125,872
Martinez city, CA	35,824	Old Town city, ME	7,840
Marysville city, WA	60,020	Olmsted County, MN	144,248
Matthews town, NC	27,198	Olympia city, WA	46,478
McAllen city, TX	129,877	Orland Park village, IL	56,767
McKinney city, TX	131,117	Orleans Parish, LA	343,829
McMinnville city, OR	32,187	Oshkosh city, WI	66,083
Menlo Park city, CA	32,026	Oshkosh charter township, MI	21,705
Menomonee Falls village, WI	35,626	Oswego village, IL	30,355
Mercer Island city, WA	22,699	Otsego County, MI	24,164
Meridian charter township, MI	39,688	Ottawa County, MI	263,801
Meridian city, ID	75,092	Paducah city, KY	25,024
Merriam city, KS	11,003	Palm Beach Gardens city, FL	48,452
Mesa city, AZ	439,041	Palm Coast city, FL	75,180
Mesa County, CO	146,723	Palo Alto city, CA	64,403
Miami Beach city, FL	87,779	Palos Verdes Estates city, CA	13,438
Miami city, FL	399,457	Papillion city, NE	18,894
Middleton city, WI	17,442	Paradise Valley town, AZ	12,820
Midland city, MI	41,863	Park City city, UT	7,558
Milford city, DE	9,559	Parker town, CO	45,297
Milton city, GA	32,661	Parkland city, FL	23,962
Minneapolis city, MN	382,578	Pasco city, WA	59,781
Missouri City city, TX	67,358	Pasco County, FL	464,697
Modesto city, CA	201,165	Payette city, ID	7,433
Monterey city, CA	27,810	Pearland city, TX	91,252
Montgomery city, MN	2,956	Peoria city, AZ	154,065
Monticello city, UT	1,972	Peoria city, IL	115,007
Montrose city, CO	19,132	Pflugerville city, TX	46,936
Monument town, CO	5,530	Phoenix city, AZ	1,445,632
Mooreville town, NC	32,711	Pinehurst village, NC	13,124
Moraga town, CA	16,016	Piqua city, OH	20,522
Morristown city, TN	29,137	Pitkin County, CO	17,148
Morrisville town, NC	18,576	Plano city, TX	259,841
Morro Bay city, CA	10,234	Platte City city, MO	4,691
Mountain Village town, CO	1,320	Pleasant Hill city, IA	8,785
Mountlake Terrace city, WA	19,909	Pleasanton city, CA	70,285
Murphy city, TX	17,708	Plymouth city, MN	70,576
Naperville city, IL	141,853	Polk County, IA	430,640
Napoleon city, OH	8,749	Pompano Beach city, FL	99,845
Needham CDP, MA	28,886	Port Orange city, FL	56,048
Nevada City city, CA	3,068	Portland city, OR	583,776
Nevada County, CA	98,764	Post Falls city, ID	27,574
New Braunfels city, TX	57,740	Powell city, OH	11,500
New Brighton city, MN	21,456	Prince William County, VA	402,002
New Hanover County, NC	202,667	Prior Lake city, MN	22,796
New Hope city, MN	20,339	Pueblo city, CO	106,595
New Orleans city, LA	343,829	Purcellville town, VA	7,727
New Port Richey city, FL	14,911	Queen Creek town, AZ	26,361
New Smyrna Beach city, FL	22,464	Raleigh city, NC	403,892
New Ulm city, MN	13,522	Ramsey city, MN	23,668
Newberg city, OR	22,068	Raymond town, ME	4,436
Newport city, RI	24,672	Raymore city, MO	19,206
Newport News city, VA	180,719	Redmond city, OR	26,215
Newton city, IA	15,254	Redmond city, WA	54,144
Noblesville city, IN	51,969	Reno city, NV	225,221
Nogales city, AZ	20,837	Reston CDP, VA	58,404
Norcross city, GA	9,116	Richland city, WA	48,058
Norfolk city, VA	242,803	Richmond Heights city, MO	8,603
North Mankato city, MN	13,394	Rio Rancho city, NM	87,521
North Port city, FL	57,357	River Falls city, WI	15,000
North Richland Hills city, TX	63,343	Riverside city, CA	303,871
North Yarmouth town, ME	3,565	Riverside city, MO	2,937
Novato city, CA	51,904	Roanoke city, VA	97,032

The National Citizen Survey™

Roanoke County, VA	92,376	St. Joseph town, WI.....	3,842
Rochester Hills city, MI.....	70,995	St. Louis County, MN.....	200,226
Rock Hill city, SC.....	66,154	State College borough, PA	42,034
Rockville city, MD.....	61,209	Steamboat Springs city, CO	12,088
Roeland Park city, KS	6,731	Sterling Heights city, MI	129,699
Rogers city, MN	8,597	Sugar Grove village, IL.....	8,997
Rohnert Park city, CA	40,971	Sugar Land city, TX.....	78,817
Rolla city, MO	19,559	Suisun City city, CA.....	28,111
Roselle village, IL.....	22,763	Summit city, NJ.....	21,457
Rosemount city, MN.....	21,874	Summit County, UT.....	36,324
Rosenberg city, TX.....	30,618	Summit village, IL	11,054
Roseville city, MN.....	33,660	Sunnyvale city, CA	140,081
Round Rock city, TX.....	99,887	Surprise city, AZ.....	117,517
Royal Oak city, MI.....	57,236	Suwanee city, GA.....	15,355
Saco city, ME.....	18,482	Tacoma city, WA.....	198,397
Sahuarita town, AZ	25,259	Takoma Park city, MD	16,715
Salida city, CO	5,236	Tamarac city, FL.....	60,427
Sammamish city, WA	45,780	Temecula city, CA	100,097
San Anselmo town, CA	12,336	Tempe city, AZ	161,719
San Carlos city, CA.....	28,406	Temple city, TX.....	66,102
San Diego city, CA	1,307,402	Texarkana city, TX	36,411
San Francisco city, CA	805,235	The Woodlands CDP, TX.....	93,847
San Jose city, CA	945,942	Thousand Oaks city, CA.....	126,683
San Juan County, NM.....	130,044	Tigard city, OR.....	48,035
San Marcos city, CA	83,781	Tracy city, CA	82,922
San Marcos city, TX.....	44,894	Trinidad CCD, CO.....	12,017
San Rafael city, CA.....	57,713	Tualatin city, OR	26,054
Sanford city, FL.....	53,570	Tulsa city, OK	391,906
Sangamon County, IL.....	197,465	Twin Falls city, ID	44,125
Santa Clarita city, CA.....	176,320	Tyler city, TX	96,900
Santa Fe city, NM.....	67,947	University Heights city, OH	13,539
Santa Fe County, NM	144,170	University Park city, TX.....	23,068
Santa Monica city, CA.....	89,736	Upper Arlington city, OH.....	33,771
Sarasota County, FL.....	379,448	Urbandale city, IA	39,463
Savage city, MN.....	26,911	Vail town, CO.....	5,305
Schaumburg village, IL.....	74,227	Vancouver city, WA.....	161,791
Schertz city, TX.....	31,465	Ventura CCD, CA.....	111,889
Scott County, MN.....	129,928	Vernon Hills village, IL.....	25,113
Scottsdale city, AZ	217,385	Vestavia Hills city, AL	34,033
Seaside city, CA	33,025	Victoria city, MN.....	7,345
Sevierville city, TN	14,807	Vienna town, VA	15,687
Shakopee city, MN	37,076	Virginia Beach city, VA.....	437,994
Sharonville city, OH.....	13,560	Walnut Creek city, CA.....	64,173
Shawnee city, KS	62,209	Washington County, MN.....	238,136
Shawnee city, OK.....	29,857	Washington town, NH	1,123
Sherborn town, MA	4,119	Washoe County, NV	421,407
Shoreview city, MN	25,043	Washougal city, WA	14,095
Shorewood village, IL.....	15,615	Wauwatosa city, WI	46,396
Shorewood village, WI	13,162	Waverly city, IA	9,874
Sierra Vista city, AZ.....	43,888	Weddington town, NC	9,459
Silverton city, OR	9,222	Wentzville city, MO.....	29,070
Sioux Center city, IA	7,048	West Carrollton city, OH	13,143
Sioux Falls city, SD.....	153,888	West Chester borough, PA.....	18,461
Skokie village, IL.....	64,784	West Des Moines city, IA.....	56,609
Snellville city, GA	18,242	Western Springs village, IL	12,975
Snoqualmie city, WA	10,670	Westerville city, OH.....	36,120
Somerset town, MA.....	18,165	Westlake town, TX.....	992
South Jordan city, UT.....	50,418	Westminster city, CO.....	106,114
South Lake Tahoe city, CA.....	21,403	Weston town, MA.....	11,261
Southlake city, TX.....	26,575	White House city, TN	10,255
Spearfish city, SD.....	10,494	Wichita city, KS.....	382,368
Spring Hill city, KS.....	5,437	Williamsburg city, VA.....	14,068
Springboro city, OH.....	17,409	Willowbrook village, IL	8,540
Springfield city, MO.....	159,498	Wilmington city, NC.....	106,476
Springville city, UT	29,466	Wilsonville city, OR.....	19,509
St. Augustine city, FL	12,975	Windsor town, CO	18,644
St. Charles city, IL.....	32,974	Windsor town, CT	29,044
St. Cloud city, FL.....	35,183	Winnetka village, IL	12,187
St. Cloud city, MN	65,842	Winter Garden city, FL.....	34,568
St. Joseph city, MO	76,780	Woodbury city, MN.....	61,961

The National Citizen Survey™

Woodland city, CA.....	55,468	York County, VA.....	65,464
Wrentham town, MA	10,955	Yorktown town, IN.....	9,405
Wyandotte County, KS	157,505	Yorkville city, IL	16,921
Yakima city, WA.....	91,067	Yountville city, CA	2,933

Appendix C: Detailed Survey Methods

The National Citizen Survey (The NCS™), conducted by National Research Center, Inc., was developed to provide communities an accurate, affordable and easy way to assess and interpret resident opinion about important local topics. Standardization of common questions and survey methods provide the rigor to assure valid results, and each community has enough flexibility to construct a customized version of The NCS.

Results offer insight into residents' perspectives about the community as a whole, including local amenities, services, public trust, resident participation and other aspects of the community in order to support budgeting, land use and strategic planning and communication with residents. Resident demographic characteristics permit comparison to the Census as well as comparison of results for different subgroups of residents. The City of Milford funded this research. Please contact Eric Norenberg of the City of Milford at ENorenberg@milford-de.gov if you have any questions about the survey.

Survey Validity

The question of survey validity has two parts: 1) how can a community be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire community. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the community to receive the survey to ensure that the households selected to receive the survey are representative of the larger community.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Inviting response in a compelling manner (using appropriate letterhead/logos and a signature of a visible leader) to appeal to recipients' sense of civic responsibility.
- Providing a pre-addressed, postage-paid return envelope.
- Offering the survey in Spanish or other language when requested by a given community.
- Weighting the results to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for service quality play a role as well as the "objective" quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident's report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward "oppressed groups," likelihood of voting for a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality

with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents' tendency to report what they think the "correct" response should be.

Research on the correlation of resident opinion about service quality and "objective" ratings of service quality vary, with some showing stronger relationships than others. NRC's own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be "objectively" worse than the highest rated fire services (expenditures per capita, response time, "professional" status of firefighters, breadth of services and training provided). Resident opinion commonly reflects objective performance data but is an important measure on its own. NRC principals have written, "If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem."

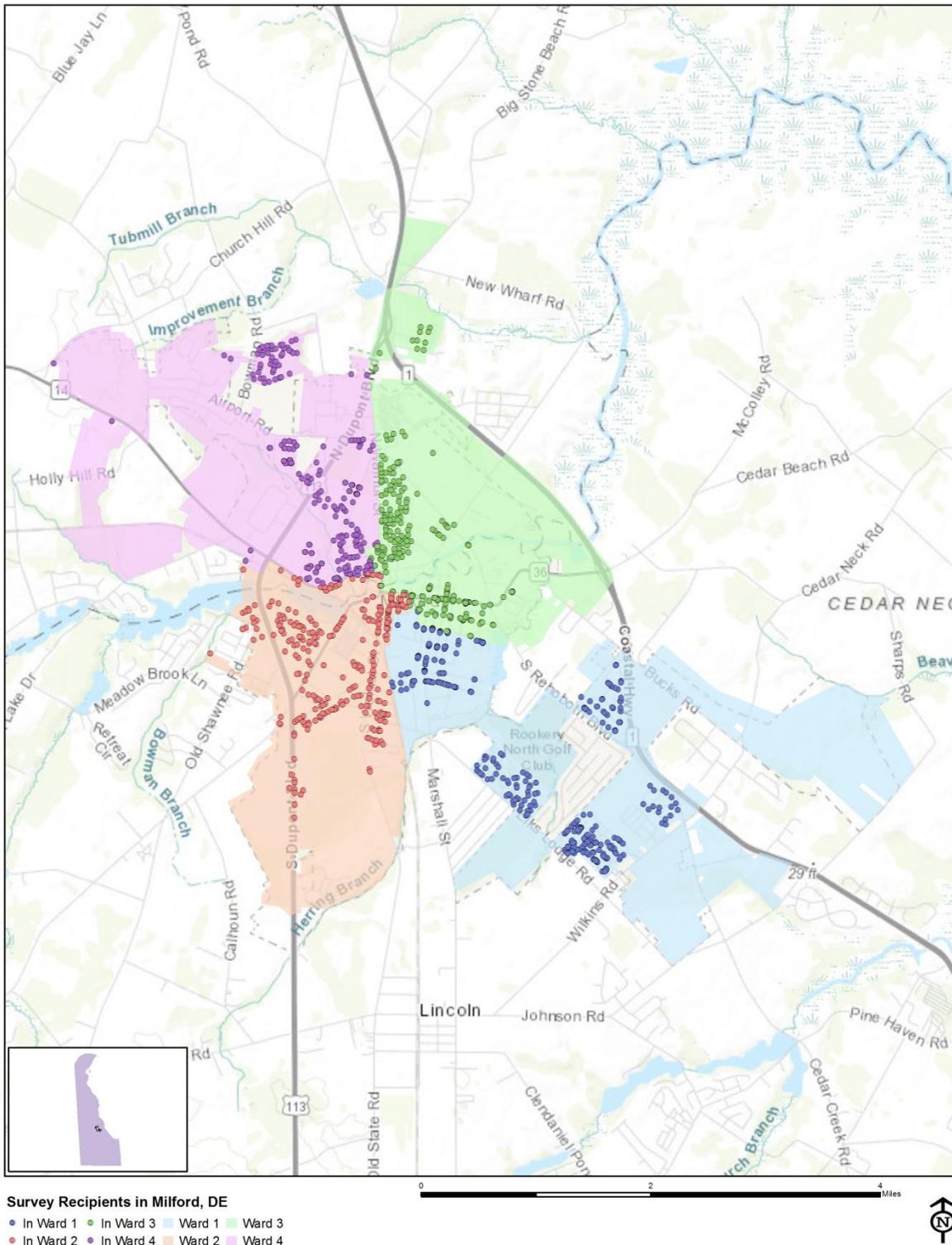
Selecting Survey Recipients

"Sampling" refers to the method by which households were chosen to receive the survey. All households within the City of Milford were eligible to participate in the survey. A list of all households within the zip codes serving Milford was purchased from Go-Dog Direct based on updated listings from the United States Postal Service. Since some of the zip codes that serve the City of Milford households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community boundaries using the most current municipal boundary file (updated on a quarterly basis) and addresses located outside of the City of Milford boundaries were removed from consideration. Each address identified as being within City boundaries was further identified as being within one of the four Wards.

To choose the 1,500 survey recipients, a systematic sampling method was applied to the list of households previously screened for geographic location. Systematic sampling is a procedure whereby a complete list of all possible households is culled, selecting every *Nth* one, giving each eligible household a known probability of selection, until the appropriate number of households is selected. Multi-family housing units were selected at a higher rate as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units. Figure 1 displays a map of the households selected to receive the survey. In general, because of the random sampling techniques used, the displayed sampling density will closely mirror the overall housing unit density (which may be different from the population density). While the theory of probability assumes no bias in selection, there may be some minor variations in practice (meaning, an area with only 15% of the housing units might be selected at an actual rate that is slightly above or below that).

An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the "person whose birthday has most recently passed" to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

Figure 1: Location of Survey Recipients



Survey Administration and Response

Selected households received three mailings, one week apart, beginning on June 6, 2017. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked

The National Citizen Survey™

those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey.

About 4% of the 1,500 surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 1,435 households that received the survey, 411 completed the survey, providing an overall response rate of 29%. Of the 411 completed surveys, 39 were completed online. Additionally, responses were tracked by Ward; response rates by Ward ranged from 18% to 40%. The response rate(s) were/was calculated using AAPOR’s response rate #2¹ for mailed surveys of unnamed persons.

Table 75: Survey Response Rates by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Overall
Total sample used	424	306	299	471	1,500
I=Complete Interviews	161	96	70	79	406
P=Partial Interviews	2	1	1	1	5
R=Refusal and break off	0	0	0	0	0
NC=Non Contact	0	0	0	0	0
O=Other	0	0	0	0	0
UH=Unknown household	0	0	0	0	0
UO=Unknown other	242	204	212	366	1024
Response rate: (I+P)/(I+P) + (R+NC+O) + (UH+UO)	40%	32%	25%	18%	29%

Confidence Intervals

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents’ opinions are relied on to estimate all residents’ opinions.²

The margin of error for the City of Milford survey is no greater than plus or minus five percentage points around any given percent reported for all respondents (411 completed surveys).

For subgroups of responses, the margin of error increases because the number of respondents for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points.

Survey Processing (Data Entry)

Upon receipt, completed surveys were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; in this case, NRC would use protocols to randomly choose two of the three selected items for inclusion in the dataset.

All surveys then were entered twice into an electronic dataset; any discrepancies were resolved in comparison to the original survey form. Range checks as well as other forms of quality control were also performed.

NRC used Qualtrics, a web-based survey and analytics platform, to collect the online survey data. Use of an online system means all collected data are entered into the dataset when the respondents submit the surveys. Skip patterns are programmed into system so respondents are automatically “skipped” to the appropriate question based on the individual responses being given. Online programming also allows for more rigid control of the data format, making extensive data cleaning unnecessary.

¹ See AAPOR’s Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information

² A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire community is between 71% and 79%. This source of uncertainty is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

The National Citizen Survey™

A series of quality control checks were also performed in order to ensure the integrity of the web data. Steps may include and not be limited to reviewing the data for clusters of repeat IP addresses and time stamps (indicating duplicate responses) and removing empty submissions (questionnaires submitted with no questions answered).

Survey Data Weighting

The demographic characteristics of the survey respondents were compared to those found in the 2010 Census and American Community Survey estimates for adults in the City of Milford. The primary objective of weighting survey data is to make the survey respondents reflective of the larger population of the community. The characteristics used for weighting were housing tenure, housing unit type, race, ethnicity and sex and age. No adjustments were made for design effects. The results of the weighting scheme are presented in the following table.

Table 76: Milford, DE 2017 Weighting Table

Characteristic	Population Norm	Unweighted Data	Weighted Data
Housing			
Rent home	45%	16%	39%
Own home	55%	84%	61%
Detached unit	66%	76%	67%
Attached unit	34%	24%	33%
Race and Ethnicity			
White	69%	85%	72%
Not white	31%	15%	28%
Not Hispanic	86%	96%	87%
Hispanic	14%	4%	13%
Sex and Age			
Female	54%	64%	59%
Male	46%	36%	41%
18-34 years of age	31%	6%	21%
35-54 years of age	31%	20%	39%
55+ years of age	38%	74%	40%
Females 18-34	16%	4%	11%
Females 35-54	27%	12%	25%
Females 55+	21%	49%	23%
Males 18-34	14%	3%	10%
Males 35-54	15%	8%	14%
Males 55+	17%	25%	17%
Ward			
Ward 1	32%	40%	33%
Ward 2	20%	24%	25%
Ward 3	22%	17%	20%
Ward 4	26%	19%	22%

Survey Data Analysis and Reporting

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). For the most part, the percentages presented in the reports represent the “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe,” “essential” and “very important,” etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month.

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the reports. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Appendix D: Survey Materials

Dear Milford Resident,

It won't take much of your time to make a big difference!

Your household has been randomly selected to participate in a survey about your community. Your survey will arrive in a few days.

Thank you for helping create a better City!

Sincerely,



Bryan Shupe
Mayor

Dear Milford Resident,

It won't take much of your time to make a big difference!

Your household has been randomly selected to participate in a survey about your community. Your survey will arrive in a few days.

Thank you for helping create a better City!

Sincerely,



Bryan Shupe
Mayor

Dear Milford Resident,

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Thank you for helping create a better City!

Sincerely,



Bryan Shupe
Mayor

Dear Milford Resident,

It won't take much of your time to make a big difference!

Your household has been randomly selected to participate in a survey about your community. Your survey will arrive in a few days.

Thank you for helping create a better City!

Sincerely,



Bryan Shupe
Mayor



OFFICE OF THE MAYOR
201 South Walnut Street
Milford, DE 19963

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



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Milford, DE 19963

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Permit NO. 94



OFFICE OF THE MAYOR
201 South Walnut Street
Milford, DE 19963

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



June 2017

Dear City of Milford Resident:

Please help us shape the future of Milford! You have been selected at random to participate in the 2017 Milford Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Milford make decisions that affect our City.

A few things to remember:

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

<http://bit.ly/2r8Az44>

If you have any questions about the survey please call 302.422.1111.

Thank you for your time and participation!

Sincerely,

A handwritten signature in black ink, appearing to be "B. Shupe".

Bryan Shupe
Mayor

June 2017

Dear City of Milford Resident:

Here's a second chance if you haven't already responded to the 2017 Milford Citizen Survey! **(If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.)**

Please help us shape the future of Milford! You have been selected at random to participate in the 2017 Milford Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Milford make decisions that affect our City.

A few things to remember:

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

<http://bit.ly/2rBYs9>

If you have any questions about the survey please call 302.422.1111.

Thank you for your time and participation!

Sincerely,



Bryan Shupe
Mayor

The City of Milford 2017 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Milford:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Milford as a place to live.....	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
Milford as a place to raise children.....	1	2	3	4	5
Milford as a place to work.....	1	2	3	4	5
Milford as a place to visit.....	1	2	3	4	5
Milford as a place to retire.....	1	2	3	4	5
The overall quality of life in Milford.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Milford as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Overall feeling of safety in Milford.....	1	2	3	4	5
Overall ease of getting to the places you usually have to visit.....	1	2	3	4	5
Quality of overall natural environment in Milford.....	1	2	3	4	5
Overall "built environment" of Milford (including overall design, buildings, parks and transportation systems).....	1	2	3	4	5
Health and wellness opportunities in Milford.....	1	2	3	4	5
Overall opportunities for education and enrichment.....	1	2	3	4	5
Overall economic health of Milford.....	1	2	3	4	5
Sense of community.....	1	2	3	4	5
Overall image or reputation of Milford.....	1	2	3	4	5

3. Please indicate how likely or unlikely you are to do each of the following:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in Milford to someone who asks.....	1	2	3	4	5
Remain in Milford for the next five years.....	1	2	3	4	5

4. Please rate how safe or unsafe you feel:

	<i>Very safe</i>	<i>Somewhat safe</i>	<i>Neither safe nor unsafe</i>	<i>Somewhat unsafe</i>	<i>Very unsafe</i>	<i>Don't know</i>
In your neighborhood during the day.....	1	2	3	4	5	6
In Milford's downtown area during the day.....	1	2	3	4	5	6

5. Please rate each of the following characteristics as they relate to Milford as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Traffic flow on major streets.....	1	2	3	4	5
Ease of public parking.....	1	2	3	4	5
Ease of travel by car in Milford.....	1	2	3	4	5
Ease of travel by public transportation in Milford.....	1	2	3	4	5
Ease of travel by bicycle in Milford.....	1	2	3	4	5
Ease of walking in Milford.....	1	2	3	4	5
Availability of paths and walking trails.....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Cleanliness of Milford.....	1	2	3	4	5
Overall appearance of Milford.....	1	2	3	4	5
Public places where people want to spend time.....	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Fitness opportunities (including exercise classes and paths or trails, etc.).....	1	2	3	4	5
Recreational opportunities.....	1	2	3	4	5
Availability of affordable quality food.....	1	2	3	4	5
Availability of affordable quality health care.....	1	2	3	4	5
Availability of preventive health services.....	1	2	3	4	5
Availability of affordable quality mental health care.....	1	2	3	4	5

6. Please rate each of the following characteristics as they relate to Milford as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Availability of affordable quality child care/preschool	1	2	3	4	5
K-12 education	1	2	3	4	5
Adult educational opportunities.....	1	2	3	4	5
Opportunities to attend cultural/arts/music activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Cost of living in Milford.....	1	2	3	4	5
Overall quality of business and service establishments in Milford	1	2	3	4	5
Vibrant downtown/commercial area	1	2	3	4	5
Overall quality of new development in Milford.....	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Neighborliness of residents in Milford	1	2	3	4	5

7. Please indicate whether or not you have done each of the following in the last 12 months.

	<i>No</i>	<i>Yes</i>
Made efforts to conserve water	1	2
Made efforts to make your home more energy efficient	1	2
Observed a code violation or other hazard in Milford (weeds, abandoned buildings, etc.)	1	2
Household member was a victim of a crime in Milford.....	1	2
Reported a crime to the police in Milford	1	2
Stocked supplies in preparation for an emergency	1	2
Campaigned or advocated for an issue, cause or candidate	1	2
Contacted the City of Milford (in-person, phone, email or web) for help or information	1	2
Contacted Milford elected officials (in-person, phone, email or web) to express your opinion.....	1	2

8. In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Milford?

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
Used Milford recreation facilities or their services	1	2	3	4
Visited a neighborhood park or City park	1	2	3	4
Used Milford public libraries or their services	1	2	3	4
Participated in religious or spiritual activities in Milford	1	2	3	4
Attended a City-sponsored event	1	2	3	4
Used bus or other public transportation instead of driving.....	1	2	3	4
Carpooled with other adults or children instead of driving alone.....	1	2	3	4
Walked or biked instead of driving	1	2	3	4
Volunteered your time to some group/activity in Milford	1	2	3	4
Participated in a club	1	2	3	4
Talked to or visited with your immediate neighbors	1	2	3	4
Done a favor for a neighbor.....	1	2	3	4

9. Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended a local public meeting?

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
<u>Attended</u> a local public meeting	1	2	3	4

The City of Milford 2017 Citizen Survey

10. Please rate the quality of each of the following services in Milford:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services	1	2	3	4	5
Fire services.....	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Crime prevention.....	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Power (electric) utility.....	1	2	3	4	5
Utility billing.....	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes.....	1	2	3	4	5
Recreation facilities.....	1	2	3	4	5
Land use, planning and zoning.....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control	1	2	3	4	5
Economic development	1	2	3	4	5
Health services	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Cable television.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations).....	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5
Milford open space	1	2	3	4	5
City-sponsored special events	1	2	3	4	5
Overall customer service by Milford employees (police, receptionists, planners, etc.).....	1	2	3	4	5

11. Overall, how would you rate the quality of the services provided by each of the following?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The City of Milford	1	2	3	4	5
The Federal Government	1	2	3	4	5

12. Please rate the following categories of Milford government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Milford	1	2	3	4	5
The overall direction that Milford is taking	1	2	3	4	5
The job Milford government does at welcoming citizen involvement.....	1	2	3	4	5
Overall confidence in Milford government	1	2	3	4	5
Generally acting in the best interest of the community	1	2	3	4	5
Being honest.....	1	2	3	4	5
Treating all residents fairly	1	2	3	4	5

13. Please rate how important, if at all, you think it is for the Milford community to focus on each of the following in the coming two years:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Overall feeling of safety in Milford	1	2	3	4
Overall ease of getting to the places you usually have to visit	1	2	3	4
Quality of overall natural environment in Milford	1	2	3	4
Overall “built environment” of Milford (including overall design, buildings, parks and transportation systems)	1	2	3	4
Health and wellness opportunities in Milford	1	2	3	4
Overall opportunities for education and enrichment.....	1	2	3	4
Overall economic health of Milford.....	1	2	3	4
Sense of community.....	1	2	3	4

14. Please rate how important, if at all, it is for the City of Milford to prioritize each of the following potential focus areas over the next five years:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Economic Development (e.g., support for retaining/expanding businesses, attracting new businesses, workforce development, etc.)	1	2	3	4
Utilities and Environment (e.g., ensuring reliable, sufficient safe water and electric resources, efficient utility use and implementing sustainable practices).....	1	2	3	4
Neighborhoods (e.g., promoting strong neighborhoods, neighborhood connectivity to the community as a whole, supply of quality housing for all socio-economic groups, etc.)	1	2	3	4
Safety (ensuring the police force is well-trained and has the necessary equipment, staff, resources and facilities)	1	2	3	4
Parks & Recreation (providing recreational programs for all ages, maintaining and developing parks and amenities like the Mispillion Riverwalk, etc.)	1	2	3	4

15. How much do you support or oppose additional financial resources for each of the following focus areas?

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>	<i>Don't know</i>
Economic Development (e.g., support for retaining/expanding businesses, attracting new businesses, workforce development, etc.)	1	2	3	4	5
Utilities and Environment (e.g., ensuring reliable, sufficient safe water and electric resources, efficient utility use and implementing sustainable practices)	1	2	3	4	5
Neighborhoods (e.g., promoting strong neighborhoods, neighborhood connectivity to the community as a whole, supply of quality housing for all socio-economic groups, etc.)	1	2	3	4	5
Safety (ensuring the police force is well-trained and has the necessary equipment, staff, resources and facilities)	1	2	3	4	5
Parks & Recreation (providing recreational programs for all ages, maintaining and developing parks and amenities like the Mispillion Riverwalk, etc.).....	1	2	3	4	5

16. Many Milford businesses stay open for expanded hours on the 3rd Thursday of each month. Please select the option that comes closest to your level of participation in 3rd Thursday events and activities in Downtown Milford in the last 12 months.

- I am not aware of 3rd Thursday
- I have heard of 3rd Thursday but have not attended
- I have attended 3rd Thursday activities once or twice
- I have attended 3rd Thursday activities three times or more

17. Downtown Milford businesses could consider expanding their normal hours (most businesses are currently open on weekdays with limited evening and/or weekend hours). How likely, if at all, would you be to frequent Downtown Milford businesses at the following times?

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Friday evenings	1	2	3	4	5
Monday through Thursday evenings.....	1	2	3	4	5
Saturday afternoons or evenings.....	1	2	3	4	5
Sunday afternoons or evenings	1	2	3	4	5

The City of Milford 2017 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. How often, if at all, do you do each of the following, considering all of the times you could?

	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Usually</i>	<i>Always</i>
Recycle at home	1	2	3	4	5
Purchase goods or services from a business located in Milford	1	2	3	4	5
Eat at least 5 portions of fruits and vegetables a day	1	2	3	4	5
Participate in moderate or vigorous physical activity	1	2	3	4	5
Read or watch local news (via television, paper, computer, etc.)	1	2	3	4	5
Vote in local elections.....	1	2	3	4	5

D2. Would you say that in general your health is:

- Excellent
 Very good
 Good
 Fair
 Poor

D3. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

D4. What is your employment status?

- Working full time for pay
 Working part time for pay
 Unemployed, looking for paid work
 Unemployed, not looking for paid work
 Fully retired

D5. Do you work inside the boundaries of Milford?

- Yes, outside the home
 Yes, from home
 No

D6. How many years have you lived in Milford?

- Less than 2 years 11-20 years
 2-5 years More than 20 years
 6-10 years

D7. Which best describes the building you live in?

- One family house detached from any other houses
 Building with two or more homes (duplex, townhome, apartment or condominium)
 Mobile home
 Other

D8. Is this house, apartment or mobile home...

- Rented
 Owned

D9. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
 \$300 to \$599 per month
 \$600 to \$999 per month
 \$1,000 to \$1,499 per month
 \$1,500 to \$2,499 per month
 \$2,500 or more per month

D10. Do any children 17 or under live in your household?

- No Yes

D11. Are you or any other members of your household aged 65 or older?

- No Yes

D12. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- Less than \$25,000
 \$25,000 to \$49,999
 \$50,000 to \$99,999
 \$100,000 to \$149,999
 \$150,000 or more

Please respond to both questions D13 and D14:

D13. Are you Spanish, Hispanic or Latino?

- No, not Spanish, Hispanic or Latino
 Yes, I consider myself to be Spanish, Hispanic or Latino

D14. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- American Indian or Alaskan Native
 Asian, Asian Indian or Pacific Islander
 Black or African American
 White
 Other

D15. In which category is your age?

- 18-24 years 55-64 years
 25-34 years 65-74 years
 35-44 years 75 years or older
 45-54 years

D16. What is your sex?

- Female Male

D17. Do you consider a cell phone or land line your primary telephone number?

- Cell Land line Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



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Community Conversations Questions

The following questions were used during guided discussions to gather information on resident and stakeholder views and opinions.

Safety: Public safety, personal security and welfare, emergency preparedness

Flip Chart Questions

- How important a priority should emergency preparedness planning be over the next 5 years? (emergency preparedness planning includes preparing for major storm events, sea-level rise, flooding, electric outages, as well as educating the public about the City’s plans for these events)
 - 1- Essential
 - 2- Very Important
 - 3- Somewhat Important
 - 4- Not Important at all
- Do you believe the City of Milford is prepared for emergencies related to future weather events? [y/n/ not sure]

- Would you support a tax or fee increase for additional police officers? [y/n]
- Would you support a tax or fee increase for additional police officer training, equipment or other law enforcement resources? [y/n]
- Would you support a tax increase to replace the old police station so it meets current needs and safety standards? [y/n]

Open-ended Questions

- How should the City of Milford focus on the overall feeling of your neighborhood and Milford’s downtown in the coming two years?
- How can greater “emergency preparedness” be achieved?
- Do you have any other thoughts related to safety?

Economic Health & Vitality: Maintenance of a diverse economy (downtown, cost of living, employment)

Flip Chart Questions

- Are you concerned about the future of employment opportunities for yourself within the City of Milford? [y/n]
- Are you concerned about the future of employment opportunities for others within the City of Milford? [y/n]
- What types of employment opportunities do you feel are missing from Milford?
 - Administrative
 - Retail
 - Technology
 - Trade/industrial
 - Professional
 - Nothing is missing
 - Other
- Would you support a tax or fee increase to better promote business opportunities that will create jobs in Milford? [y/n]
- Currently, the City offers economic development incentives in the form of fee waivers and short-term tax exemptions under certain circumstances to promote job growth and capital investment in the community.

- Would you support a tax increase to generate more resources be used for Economic Development? [y/n]

Open-ended Questions

- Keeping in mind that the City of Milford has limited control over certain aspects of the local and Delaware economy, we want to know your thoughts on the following questions. If your ideas or concerns are out of our control, we may share concerns with state and/or local representatives. What aspects of economic health are most important to you?
 - (potential prompting options: more businesses downtown, more jobs in the downtown development district, better housing market, more business startups)
- What, if any, job training opportunities are you interested in or that someone you know would be interested in?
- What, if any, goods/services can you not find in Milford, that you would like to be able to buy here?
- In your opinion, what would make Milford a more attractive place to visit?
- In your opinion, what would make Milford a more attractive place to live?
- Do you have any other thoughts related to economic health/vitality?

Neighborhoods & Built/Natural Environment: Maintenance and design of open spaces, construction and management of buildings/ housing, streetscapes, and parks

Flip Chart Questions

- Do you see code enforcement concerns in your neighborhood? [y/n]
- Do you feel comfortable reporting Code Enforcement concerns? [y/n]
- What range for cost of housing do you believe is the most affordable for Milford residents?
 - (RENTAL: less than \$500, \$500-\$800, \$800-\$1000, \$1000-\$1300, \$1300+)
 - (BUYING: less than \$100,000, \$100,000-\$150,000, \$150,000-\$200,000, \$200,000-\$250,000, \$250,000-300,000, \$300,000-350,000, \$350,000-\$400,000, \$400,000+)
- Is there enough variety in the types of housing available (i.e., rental and owned; single family, townhome, apartment, etc.)? [y/n]
- Would you support a tax increase to create or enhance neighborhood parks? [y/n]
- Would you support a tax increase for maintenance or expansion of open spaces? [y/n]

Open-ended Questions

- What do you think are the most pressing “code enforcement” issues to be addressed by the City of Milford?
- Do you feel there are barriers or challenges to reporting code violations?
- The City of Milford has a variety of housing options available. Do you have suggestions for additions or changes in what is available to rent or own?
- Do you have concerns regarding the quality of any utilities or other services provided by the City of Milford? If so, please describe?
- Do you have any other thoughts related to neighborhoods?

Mobility: Accessibility of the community, ease of travel, traffic flow, walking, and biking

Flip Chart Questions

- The City of Milford has met with DART to discuss improving local bus services. This could include connecting employment and retail centers with neighborhoods and other key destinations. Would you use public transportation (i.e., bus routes) if it was available? [y/n]
- If improvements to the bikeability and walkability within the City were made, would you be more likely to bike and/or walk? [y/n]

Appendix D

- Would you support a tax increase for upkeep of existing City streets and sidewalks? [y/n]
- Would you support a tax increase to add City sidewalks or pathways to connect neighborhoods? [y/n]
- Would you support a tax increase to introduce a trolley on weekends? [y/n]

Open-ended Questions

- In your opinion, how could the City of Milford make it easier to move around the City?
 - FOLLOW-UP: Is there anything in particular that the City of Milford would need to address in order to accomplish this?
- Do you have any other thoughts do you have regarding the mobility?
- Are there any areas of the City that could benefit from more public transportation options?

Recreation & Wellness: Availability of supportive services that promote healthy lifestyles

Flip Chart Questions

- Do you feel that the City of Milford's Parks & Recreation Department offers enough recreational opportunities for children? [y/n]

- Do you feel that the City of Milford's Parks & Recreation Department offers enough recreational opportunities for adults? [y/n]
- In addition to recreational opportunities provided by the City, do you feel there are other sufficient private or non-profit recreational opportunities available in the community? [y/n]
- Are recreational opportunities easily available / convenient to you? [y/n]
- Would you support a tax increase for adult recreation? [y/n]
- Would you support a tax increase for a community recreation center space? [y/n]

Open-ended Questions

- What, if any, types of recreational opportunities for children would you like to see more of?
- The City of Milford offered a variety of adult sports league programs in the past; but they were discontinued due to a variety of concerns. What, if any, types of recreational opportunities for adults would you like to see offered in the future?
- Do you have any other thoughts regarding the recreation/wellness opportunities in Milford?

Participation & Community Engagement

Wrap-up Discussion Question

- The City wants this Strategic Plan and its outcomes to support the needs and priorities of entire community; what suggestions do you have for the City to connect with all segments of community now and in the future?



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