

**CITY OF WILMINGTON, DELAWARE**



**REPORT OF THE COUNCIL ORGANIZATION COMMISSION  
PURSUANT TO CITY COUNCIL RESOLUTION 16-060**

**August 30, 2017**

## EXECUTIVE SUMMARY

The Commission appointed pursuant to City Council Resolution 16-060 makes the following recommendations to the City Council:

1. An appropriate number of Council members for the City of Wilmington, accounting for current and historic population figures and trends, as well as the needs of City residents.

**Recommendation:** The City Council remain as it is currently constructed with eight councilmanic districts, four at-large council members, and one Council President.

2. An appropriate distribution of district and at-large Council member positions.

**Recommendation:** The City Council remain as it is currently constructed with eight councilmanic districts, four at-large council members, and one Council President.

**Supplemental Recommendation:** The Wilmington City Charter be amended to eliminate the requirement of one at-large “minority party” seat.

3. Whether the duties and responsibilities of the City Council President more closely constitute a part-time or full-time position, weighing the various expectations of the officeholder – as well as an appropriate salary level for the City Council President commensurate with such determination.

**Recommendation:** The current duties and responsibilities of the Council President as well as the current salary level for the Council President should remain unchanged.

4. The reasonableness of establishing staggered Council member terms, and the associated benefits that might arise from ensuring a determined level of continuity among City Council members across election cycles.

**Recommendation:** The Commission believes that it would be reasonable and beneficial for the Council to establish staggered terms for members of the Council as outlined in this Report.

**Dissenting Opinions:**

1. The City Council be reduced from thirteen to seven (7) total council members.
2. The City Council be reduced to four councilmanic districts, two at-large council members, and one Council President. Further, recommendations regarding the “minority party” seat on Council are not within the purview of the issues identified in Resolution 16-060 or is the restriction on the number of nominated parties or at large council seat incompatible with the city Charter.

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## INTRODUCTION

The Council Organization Commission (hereinafter “Commission”) established by City Council Resolution 16-060 hereby presents this report of its findings and recommendations (“Report”) to the Wilmington City Council (“Council”), in fulfillment of its responsibilities as set forth in the resolution. The Commission was requested to conduct its review of the Council’s structure and organization and make findings and recommendations to the Council regarding the following enumerated points: (1) An appropriate number of Council members for the City of Wilmington, accounting for current and historic population figures and trends, as well as the needs of City residents; (2) An appropriate distribution of district and at-large Council member positions; (3) Whether the duties and responsibilities of the City Council President more closely constitute a part-time or full-time position, weighing the various expectations of the officeholder – as well as an appropriate salary level for the City Council President commensurate with such determination; and (4) The reasonableness of establishing staggered Council member terms, and the associated benefits that might arise from ensuring a determined level of continuity among City Council members across election cycles.

The Commission expresses its appreciation to the members of the Council and City Council President Hanifa Shabazz for their confidence and support, and the administrative staff of Council for their excellent research and assistance. The Commission particularly acknowledges the support and assistance of Chief Financial Officer and Policy Advisor Marchelle Basnight who has worked closely with the Commission in the creation of this Report.

Samuel L. Moultrie, Chairman  
Honorable James Baker  
Honorable Paul F. Ignudo, Jr.  
Charles Fleming, Jr.  
Mary Ann Miller

## **BACKGROUND**

This Report, submitted to the Council pursuant to City Council Resolution 16-060, provides findings and recommendations on the following issues: (1) an appropriate number of Council members for the City of Wilmington, accounting for current and historic population figures and trends, as well as the needs of City residents; (2) an appropriate distribution of district and at-large Council member positions; (3) whether the duties and responsibilities of the City Council President more closely constitute a part-time or full-time position, weighing the various expectations of the officeholder – as well as an appropriate salary level for the City Council President commensurate with such determination; and (4) the reasonableness of establishing staggered Council member terms, and the associated benefits that might arise from ensuring a determined level of continuity among City Council members across election cycles.

The Commission was provided 180 days from its inception to make its findings and recommendations. Res. 16-060 (attached as Exhibit A). During that time, the Commission met approximately six times and reviewed various materials prepared by Council staff as well as other publicly available materials it deemed appropriate. The Commission first met on March 8, 2017. Following discussion on the four issues outlined in Resolution 16-060, the Commission requested that the Council staff provide the following information for the Commission's consideration: (1) copies of the current Council Rules (Exhibit B); (2) a city map outlining each council district (Exhibit C); various materials outlining the total population figures from 1960-present for Wilmington (Exhibit D); and materials which breakdown the most recent available population demographics (*e.g.*, income, race) for each current district in Wilmington (Exhibit E). The Commission was also provided with the City of Wilmington Home Rule Charter. *See* Sec. 2-41.<sup>1</sup>

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<sup>1</sup> The City of Wilmington Home Rule Charter is available at [www.wilmingtonde.gov](http://www.wilmingtonde.gov).

At its second meeting on April 25, 2017, the Commission organized by electing Samuel L. Moultrie as Chairman. The Commission reviewed and considered the materials provided by Council staff as well as pertinent sections of the City Charter and Code covering regarding the number of districts in the City, the distribution of district and at-large council seats, the duties and responsibilities of Council members, the election cycle for Council members, and the typical time requirements for the duties of Council members. The Commission requested that council staff provide information sufficient to perform a comparable city analysis including a list of comparable cities (approximately 8-12 total), the total population of each comparable city, the size of each comparable city's council, the number of citizens per city council member (*e.g.*, constituency of elected official per capita), and the total budget for each comparable city (Exhibit F).<sup>2</sup> The Commission itself also created a list of comparable cities for review and analysis (Exhibit G).

The Commission met again on June 19, 2017 and on July 10, 2017, respectively. The Commission reviewed and considered the materials provided by Council staff. The Commission requested that council staff provide an analysis of the relative cost per council member and a copy of the Council's FY2018 budget (Exhibit H). The Commission contacted certain current and former members of the Council to receive input and information on the issues reviewed by the Commission. However, it was ultimately agreed and determined that the Commission would make its findings and recommendations independently and, therefore, no current or former Council members (other than those on the Commission) were consulted. The Commission reached its conclusions and unanimously agreed to adopt its third and fourth recommendations on July 10, 2017.

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<sup>2</sup> The Commission relied upon the Council staff to select comparable cities for purposes of this analysis and did not make an independent finding as to the appropriateness of the comparable cities selected for this analysis.

The Commission met a fifth time on July 31, 2017 to review and consider materials provided by the Council staff. At this meeting, Commissioners Baker, Ignudo, Fleming, and Miller reached their conclusions and agreements regarding the first and second recommendations. Commissioner Moultrie, however, was unable to agree with the conclusions and agreements reached by the Commission on the first and second recommendations and writes separately on those recommendations. The Commission met for a final time on August 21, 2017 to review and adopt the text of this report.



## **FINDINGS AND RECOMMENDATIONS**

### **1. The appropriate number of Council members for the City of Wilmington.**

The current structure of the Wilmington City Council was adopted in 1968 and is outlined in the Wilmington City Charter (“Charter”). In accordance with the Charter, the Council is currently comprised of eight members elected from single member districts, four at-large members elected city-wide, and one Council President. *See* Chapter 1, Sec 2-100. The city of Wilmington has a total population of approximately 70,851 with the eight councilmanic districts “encompassing as nearly as possible a contiguous area in which is included as nearly as practicable an equal population distribution.” Chapter 1, Sec. 2-102; Chapter 2, Sec. 2-31. Each district Council member represents approximately 8,856 constituents per capita, with four at-large Council members and one Council President elected city-wide representing all city residents. Wilmington has a fiscal year 2017 budget of \$239,678,750.

A majority of the Commission consisting of Commissioners Baker, Ignudo, Fleming, and Miller recommend that the Council remain as it is currently constructed. After review and consideration of the materials provided by Council staff, the Commission majority finds no justification at this time for the immediate reduction or increase in the number of Council members for the City of Wilmington. The Commission majority believes that the Council, as currently constructed, is able to perform its duties and that there is no crisis of governing for the Council or city government in general that would demand change at this time. There is no evidence demonstrating that the Council would be more efficient whether reduced or increased in size or that citizens would benefit from any action to change the Council. The Commission majority is also mindful of the importance of maintaining neighborhood integrity to guard against unequal representation of certain sections of the city as well as the many responsibilities of Council

members outside of their normal meeting and committee requirements including constituency work and attendance at neighborhood association meetings. In making its recommendation, the Commission majority considered several factors including thorough review of the comparable city analysis and the relative costs of associated with each Council member.

The Commission majority reviewed the comparable city analysis provided in Exhibit F and determined that the distribution of council members amongst comparable cities is without any reasonable explanation or purpose. For instance, New Britain, Connecticut has a total population of 73,206 and has fifteen (15) council members, with comparable duties and responsibilities, in which each council member represents approximately 3,000-5,000 constituents per capita, and has a \$220,700,000 fiscal year 2016 budget. Similarly, Canton, Ohio has a total population of 72,683 and has thirteen council members. Exhibit G. Providence, Rhode Island has a total population of 178,042 and has fifteen (15) council members, with comparable duties and responsibilities, in which each council member represents approximately 10,000-12,000 constituents per capita, yet had a smaller \$62,900,000 fiscal year 2016 budget. In contrast, the city of Camden, New Jersey has a population of 77,665 with seven (7) council members and the city of Passaic, New Jersey as a population of 70,237 with seven council members. *See Exhibit G.* These comparable cities demonstrate that the number of council members set by a city does not appear to have any readily identifiable correlation to the total population, representation of constituents by council members, duties and responsibilities of council members, or the city's annual budget. The Commission majority, however, does caution that a significant reduction in the total population of the City of Wilmington would necessitate the Commission to reconsider its recommendation.

The Commission majority also believes that reducing the Council would not provide any justifiable financial benefit and would be only symbolic in nature. For example, if the Council

were to be reduced by two (2) regular Council members (*i.e.* excluding the Council President, President pro-tem and finance chair), the approximate savings for each council member individually would be \$62,999 plus \$1,110 for a total of approximately \$64,109. *See* Exhibit H. Accordingly, a reduction of two council members (down to an 11 member body) would represent approximately 0.09% of the fiscal year 2017 budget for the City of Wilmington.

In sum, the distribution of council members amongst comparable cities is without any reasonable explanation or purpose, and the financial benefit from any modest reduction in size would be only symbolic in nature. In contrast, the political difficulty associated with redistricting and redrawing of councilmanic districts would pose significant burdens on the Council and its constituents. Thus, without any readily identifiable justification, the Commission majority believes that there is no reason at this time to reduce or increase the number of Council members for the City of Wilmington.

#### **Dissent: Commissioner Moultrie**

Commissioner Moultrie disagrees with the Commission majority's recommendation and provides the following recommendation as an alternative. While the Commission majority believes that there is no reasonable explanation or purpose for the distribution of council members amongst comparable cities, the same can be said about the City of Wilmington. There is no reasonable explanation or purpose for a city of approximately 70,000 residents to have a council comprised of thirteen members. The Commission majority believes that such circumstances warrant maintaining the Council as it is currently constructed. In contrast, I believe that without any reasonable explanation or purpose for having a thirteen-member council, there is no reason to maintain the Council as it is currently constructed. Indeed, in my opinion there exists ample justification for reducing the number of council members. Accordingly, I recommend that the

Council be reduced from thirteen to seven (7) total council members. The bases for my recommendation are as follows.

The current structure of the Wilmington City Council was adopted in 1968. In 1960, the total population for the City of Wilmington was 95,827. *See Exhibit D.* The City's population has remained well below that total to date and shows no signs of making rapid gains in the short-term.

Date	Total Population
1960	95,827
1970	80,386
1980	70,195
1990	71,529
2000	72,664
2010	70,851
2015	71,549

While the City has adopted numerous programs to increase its population, the historic population trends tend to show that population growth, if any, for the City would be incremental over several decades. *See Exhibit E.* The City's programs to increase population are no doubt laudable, but population trends tend to show that current growth is minimal and may not be sustainable over time. The median age of residents of the City has gone up from 33.7 in 2000 to 35.3 in 2015, along with a rise in residents sixty-two years or older, while the aggregate number of residents

eighteen years or older and twenty-one years or older has decreased from 2010 to 2015. *See Exhibit E.* The City's population trends tend to indicate that the City's total population will not increase sufficiently in the coming years to justify maintaining the current number of council members or even reach the approximate number of residents in the City at the time the current number of council members was established. Moreover, comparable cities with similar total population ranging between 70,000 and 90,000 generally maintain between five and seven council members. *See Exhibit F* (San Angelo, TX (6), Trenton City, NJ (7), Scranton City, PA (5), Cherry Hill, NJ

(7), and Reading, PA (7)).<sup>3</sup> The majority of cities with a council of similar size to Wilmington have a total population that doubles, triples or more than that of Wilmington. *Id.* (Baltimore, MD (15), Providence, RI (15), Memphis, TN (13), Charlotte, NC (12), and Boston, MA (13)).<sup>4</sup> Indeed, neighboring Philadelphia, Pennsylvania a city with a total population of over 1.5 million residents<sup>5</sup> has sixteen (16) council members, only three more than Wilmington.<sup>6</sup>

Wilmington residents are currently overrepresented with each Council member representing approximately 5,000 to 6,000 constituents per capita. This overrepresentation is inefficient, possibly ineffective, and may lead to inadequate representation of constituents. The Comparable City Analysis shows that thirteen (13) of the sixteen (16) cities represented have a greater population per district than Wilmington, ranging between 8,000 constituents per capita to 52,000 constituents per capita. Exhibit F. Eight (8) of these thirteen councils included in the comparable cities analysis maintain part-time status and have similar duties and responsibilities. *See id.* In addition, there is also no readily identifiable reason to justify maintaining a low number of constituents per council member. In fact, reducing the number of council members may make the council as a whole, along with its individual council members, more effective in representing constituents. A smaller number of council members would likely allow for more fulsome and

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<sup>3</sup> Moreover, other neighboring cities also fall within this range: Camden, NJ (7) and Passaic, NJ (7). *See* Exhibit G. Wilmington, Delaware (13) and New Britain, Connecticut (15) appear to be outliers. Exhibit F.

<sup>4</sup> Notably, Richmond, VA (9) and Norfolk, VA (7) both have a total population that more than doubles Wilmington yet maintain a smaller council. Exhibit F.

<sup>5</sup> United States Census Bureau, *available at* <https://www.census.gov/quickfacts/fact/table/philadelphiacitypennsylvania/HSG030210> (last visited 8/13/2017).

<sup>6</sup> City Council Philadelphia, *available at* <http://phlcouncil.com/council-members/> (last visited 8/13/2017).

effective debate during council meetings, potentially eliminate or reduce time and efforts expended on issues of marginal importance to the Council, increase the ease with which to build consensus on important issues or legislation, and would strengthen the council as a whole politically allowing it to better serve as a check against the Mayor and various executive branches of government in the City.

Finally, I do not agree that the financial benefit of reducing the number of council members would only be symbolic in nature. Elected officials have a duty and responsibility to expend each and every taxpayer dollar in the most effective and efficient manner possible. Thus, rather than considering whether the financial savings would be beneficial, the appropriate way to view the expenditure is whether it is the most effective and efficient means to use taxpayer funds. For the reasons provided above, I believe that maintaining the current thirteen member council is not the most effective or efficient use of taxpayer funds. Excluding the Council President, President Pro-Tempore, and Finance Chairman, each Council member receives an annual salary and benefits of \$62,999 along with \$1,110 of other relative costs for a total of approximately \$64,109 per year cost to the City. *See Exhibit H.* Reducing the number of council members from thirteen to seven would represent an annual savings to the City of \$384,654. This amount, while minimal compared to the overall annual city budget, is hardly negligible to the 46.5% of households in Wilmington with an annual income of \$34,999 or below. *See Exhibit D.*

Therefore, for the foregoing reasons, I recommend that the Council be reduced from thirteen to seven total council members.

**2. The appropriate distribution of district and at-large Council member positions.**

For the reasons set forth above, a majority of the Commission consisting of Commissioners Baker, Ignudo, Fleming, and Miller recommend that the distribution of district and at-large

Council member positions remain as it is currently constructed. The Commission majority does, however, make a supplemental recommendation that the Charter be amended to provide that the appropriate distribution of at-large Council member positions not be required to include a “minority party” seat. As currently constructed, the Charter provides, in pertinent part, that “not more than three (3) candidates for councilmen-at-large shall be nominated pursuant to law by any party or other political body.” Chapter 1, Sec. 2-101. The Commission majority believes this requirement is at odds with the Charter requirement that the four at-large members “be elected by the people from the city at large” (*see* Chapter 1, Sec. 2-100) and fundamental principles of democracy.<sup>7</sup> The Commission majority, therefore, recommends that the Charter be amended to eliminate the requirement that not more than three (3) at-large members may be of the same party or other political body.

#### **Dissent: Commissioner Moultrie**

Commissioner Moultrie disagrees with the Commission majority’s recommendation and, in light of his prior recommendation, he offers the following recommendation in furtherance of his recommendation that the Council be reduced from thirteen members to seven total members. *Supra*, at 9. The district and at-large council member positions each serve distinct and vital roles in promoting the effective and efficient representation of the residents of the City of Wilmington. The district council members tend to provide legitimate groups, including minority groups, within a geographical base with a stronger voice and greater opportunity for being represented on the Council. District council members are also generally more sensitive and, in theory, should be more responsive to seemingly small but important issues of constituents in that particular council

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<sup>7</sup> The full Commission recommends that a Charter Review Commission be established to review and harmonize the Charter.

member's district. At-large council members, on the other hand, may be more impartial and view issues not from the perspective of a particular geographic region or group, but instead from the perspective of the City as a whole. While such perspective may, depending on the issue, lead to more favorable outcomes for all residents, as well as avoid in-fighting or vote trading amongst council members, it may also weaken representation of specific groups or geographic regions within the City.

With these considerations in mind, I recommend that the distribution of Council be as follows: four district council members with each councilmanic district encompassing a geographic area that is equal in the distribution of population amongst the four districts, or as equal a distribution as practicable in accordance with the Charter (Chapter 1, Sec. 2-100); two at-large council members elected city-wide;<sup>8</sup> and one Council President elected city wide. *Id.* I further recommend that an independent committee consisting of unelected officials be established to redraw the four districts in the manner outlined above. I recommend that all other requirements or amendments to the Charter to implement these recommendations be left within the discretion of the Council.

Finally, should it be determined that the number of Council member positions not be reduced as outlined in the dissent above, I also disagree with the Commission majority's supplemental recommendation. The Charter requirements regarding the nominated Council members at-large are not within the purview of the issues identified in Resolution 16-060, which requests that the Commission make findings and recommendations regarding the *distribution*<sup>9</sup> of

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<sup>8</sup> I make no recommendation as to the political affiliation of the at-large Council positions other than to recommend that the election of such council member positions be in accordance with the Charter.

<sup>9</sup> The term distribution refers to "the position, arrangement, or frequency of occurrence (as of the members of a group) over an area or throughout a space or unit of time." *See* Merriam-Webster,



district and at-large Council member positions, not the political affiliation of such Council member positions. Thus, there is no justification for the Commission to make such recommendations. I also find no discrepancy between the requirements that not more than three at-large positions be nominated from a single party or political body and that at-large Council members be elected by the people city wide. *Compare* Chapter 1, Sec. 2-101 *with* Chapter 1, Sec. 2-100. The “minority party seat” is elected by the people city wide in accord with the Charter.

**3. The duties and responsibilities of the City Council President and the appropriate salary level for the City Council President commensurate with such determination.**

The Commission unanimously believes that the current duties and responsibilities of the Council President as well as the current salary level for the Council President should remain unchanged. The duties and responsibilities of the Council President are outlined, among other places, in Rule 4 of The Council of the City of Wilmington Rules (“Rules”). Exhibit B. The Council has the ability to amend the Rules as it sees fit to meet the needs of the Council and its constituents. The Commission further understands that the duties of the Council President are much broader than those of other members of the Council. The Council President must be an administrator as well as a legislator. In particular, the Council President must work with other members of the Council, lead the Council staff, work with the committees of the Council and their chairs, oversee the staff operating the Wilmington Information Television Network (WITN), coordinate the priorities of the Council as a whole, and coordinate between the Council and the Mayor’s office of its efforts.

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available at <https://www.merriam-webster.com/dictionary/distribution> (last visited August 12, 2017).

Reflective of these duties and responsibilities, the position of Council President is part-time, yet receives higher compensation and benefits than other council members and affords the Council President the ability to set his or her own schedule to meet the demands of the position. Under these circumstances, maintaining the current duties and responsibilities of the Council President as well as the current salary level for the Council President outweighs any necessity to change at this time. The current duties and responsibilities of the Council President are sufficient and provide the necessary authority, ability, and flexibility for the Council President to conduct business in an efficient and timely manner in the best interests of the Council and should remain unchanged. The Commission also believes that the current salary for the Council President reflecting the part-time nature of service should therefore remain unchanged.

Further, the Commission is in agreement with past commission findings regarding the importance of maintaining the part-time character of city council membership, including the part-time character of the Council President. In addition to monetary savings, the part-time nature of council members ensures access to a more diverse field of professionals for election, the advantage of talents and experience from outside city government, and it helps to assure that policy will be formulated by members of multiple backgrounds and experiences, for whom public office is not a primary source of livelihood. The Commission sees no reason to deviate from these principles for the Council President. The Commission, however, also sees no reason to inhibit or otherwise limit the duties or responsibilities of the Council President. While the Commission believes in the importance of the part-time role of Council President, the Commission recognizes and does not discourage the Council President, or any member of Council, based upon personal inclination or circumstances, to choose in his or her discretion to devote substantially full-time to their position in public office.

**4. The reasonableness of establishing staggered Council member terms.**

In accordance with the Charter, as noted above, the Council is currently comprised of eight members elected from single member districts, four at-large members elected city-wide, and one Council President elected city wide. The Charter calls for elections of Council members to be held on the same day every four years on which general elections are held. Chapter 1, Sec 2-100. Thus, the thirteen member Council is elected to concurrent terms meaning that each Council member is elected to a four year term at the same time with each term also expiring at the same time.

The Commission believes in the importance of experienced representation on the Council as it addresses budgetary and other major issues facing the City of Wilmington at the commencement of each term. To that end, the Commission unanimously believes it would be reasonable and beneficial for the Council to establish staggered terms for members of the Council. In light of the above recommendations, the election cycle for such staggered Council member elections differs based on the recommendation. The Commission, however, unanimously agrees that each election cycle should provide all constituents with an opportunity to vote during that election cycle. With that in mind, the Commission majority consisting of Commissioners Baker, Ignudo, Fleming, and Miller recommend that six of the eight councilmanic districts along with the Council President hold elections on or during presidential year elections.<sup>10</sup> The remaining two councilmanic districts and the four at-large council members positions should hold elections on or during “off” year or non-presidential year election cycles.<sup>11</sup> In light of the foregoing dissents in

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<sup>10</sup> The Commission expresses no opinion on the possibility of “off year” *e.g.*, non-presidential year elections would raise the current cost of City elections or whether voter turnout for such “off year” elections would be more or less than in other election cycles.

<sup>11</sup> Commissioner Moultrie joins in this recommendation should the Council reject his recommendation to reduce the number of council member positions.

sections one and two of this report, Commissioner Moultrie recommends that two of the four councilmanic districts and the Council President hold elections on or during presidential year elections. The remaining two councilmanic districts along with the two at-large council member positions should hold elections on or during “off” year or non-presidential year election cycles. In making these recommendations, the Commission did not attempt to determine and therefore offers no recommendation as to the length of such terms.

The Commission considered several factors in reaching its recommendations and each of these considerations applies with equal force to both recommendations outline above. Continuity on the Council and the learning curve associated with new council members were a few of the primary considerations. The implementation of staggered terms would provide stability to the budgetary and legislative processes by, among other things, ensuring a measured transfer of institutional knowledge among council members. The transfer of such institutional knowledge would also benefit the Council as a whole in its efficiency and responsiveness to voters. It is commonly known that newly elected members are forced to rapidly learn and absorb an extraordinary amount of information. The substantial time needed to learn and absorb such information and knowledge of the basic processes and responsibilities of the Council may serve as a detriment to the ability of council members, or the council as a whole should a majority of members be newly elected, from effectively and efficiently representing voters in budgetary and other issues facing the City of the Wilmington upon their election to public office. The Commission further believes that staggered terms would diminish or eliminate the risk of large (or majority) portions of the council needing to learn and re-learn information with each election cycle. Accordingly, staggered terms for members of the Council would serve to better enable the members of Council to perform their duties and responsibilities as council members. In addition,

the Commission also believes that staggered terms would have other benefits including eliminating the reducing the power of voting blocs, special interest groups, and single issue concerns from creating drastic shift in city government.

The Commission also considered and ultimately rejected several criticisms raised regarding staggering council member terms. The Commission determined that certain common criticisms of staggered terms such as the risk of incumbency or the possibility of making members less accountable to constituents did not stand up to close examination. For instance, under the current election structure, several members of council presently and in the past have maintained their elected offices for several terms. The Commission believes that staggered terms would have little, if any, practical effect on election outcomes of members. Implementing term-limits or other similar measures would better serve to guard against incumbency of council of members. Moreover, concerns regarding the members' ability to campaign or otherwise endorse one another during an "off election" year were severely mitigated by certain practical realities of elections, including that current and recent council members have routinely endorsed and/or campaigned on behalf of other council members during campaign cycles. Thus, the risks associated with incumbency of elected officials were outweighed by other factors. Further, the Commission rejected the notion that switching to staggered terms would have a practical effect of making council members less accountable to voters. Indeed, the Commission believes that implementing staggered terms may make the council as a whole *more* accountable to voters. For instance, were the council to hold elections every two years, as opposed to every four years, voters may have a more immediate opportunity to address issues and concerns impacting them. Finally, the Commission believes that the presence of at-large members of the council and the Council President whom are elected on a city-wide basis, combined with the election of these city-wide

members during each election cycle, would allow for all voters to vote during each election cycle and protects against the risk of only certain voters in districts up for election being allowed to vote during a particular election cycle.

Thus, the Commission unanimously believes it would be reasonable and beneficial for the Council to establish staggered terms for members of the Council and hereby recommends that staggered terms for Council members be implemented as outline in this Report.

Respectfully submitted,

Samuel L. Moultrie, Chairman  
Honorable James Baker  
Honorable Paul F. Ignudo, Jr.  
Charles Fleming, Jr.  
Mary Ann Miller

# EXHIBIT A

## RES16-060

Wilmington, Delaware

~~July 7, 2016~~

July 14, 2016

#4244

Sponsors:

Council  
President  
Gregory

Council  
Member  
Congo

**WHEREAS**, pursuant to the provisions of Section 2-100 of the Wilmington City Charter, the City Council, by ordinance, is directed to set and revise the salaries of Council members from time to time, when deemed appropriate; and

**WHEREAS**, pursuant to City Council Resolution No. 86-135, a review of salaries and salary structures of members of City Council was conducted by a Council Compensation Commission, which issued a report in May 1987 with recommendations; and

**WHEREAS**, the May 1987 report recommended salaries for Council members at that time, while also recommending that Council "review its salary structure every four years...to avoid overly long periods between adjustments or a need for large catch-up increases"; and

**WHEREAS**, since that time, Council has periodically reviewed and made adjustments to the salaries of Council members, owing both to the recommendations of the Council Compensation Commission and Council Rule 25, which calls for increases in Council member salaries commensurate with general increases given, by ordinance, to non-union classified employees under the merit system; and

**WHEREAS**, the May 1987 report also encompassed a broader review of the structure and functions of City Council, considering issues beyond compensation; and

**WHEREAS**, the report recommended that Council consider a referendum on a City Charter amendment to reduce the number of Council members to reflect declines in City population since 1960 – declines that have continued in the years following the report's issuance; and

**WHEREAS**, the report also included a discussion of the time commitments of Council members, noting that "the part-time character" of Council membership should be preserved, "for it helps to assure that City policy will be formulated by people from a



diversity of backgrounds, for whom public office is not their primary source of livelihood”; and

**WHEREAS**, the report also recognized, however, the additional leadership duties that fall on the Council President – duties which have evolved since then, and now encompass additional areas of oversight, supervision and policy development; and

**WHEREAS**, it has been nearly 30 years since the Council Compensation Commission conducted its review and offered findings and recommendations – three decades in which City government functions have changed and responsibilities have evolved; and

**WHEREAS**, it is critical to fulfilling City Council’s fiduciary responsibility, to routinely assess and evaluate governmental structures and the effectiveness, efficiency and practicality of public institutions and operations, as well as to afford appropriate consideration to opportunities to transform city government – including City Council; and

**WHEREAS**, in order to ensure a careful and deliberate review of the structure and time commitments of City Council and its members, Council has determined that a formal, independent review is necessary.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON**, that the Council Organization Commission is established, comprised of five members to be appointed by the President of City Council, from residents of Wilmington who are not holding and/or seeking an elected public office.

**FURTHER RESOLVED**, that the Council Organization Commission is requested to conduct its review of City Council’s structure and organization – including, but not limited to, the enumerated points below – and make findings and recommendations to this Council within 180 days of its appointment:

- 1) An appropriate number of Council members for the City of Wilmington, accounting for current and historic population figures and trends, as well as the needs of City residents, and

- 2) An appropriate distribution of district and at-large Council member positions, and
- 3) Whether the duties and responsibilities of the City Council President more closely constitute a part-time or full-time position, weighing the various expectations of the officeholder – as well as an appropriate salary level for the City Council President commensurate with such determination, and
- 4) The reasonableness of establishing staggered Council member terms, and the associated benefits that might arise from ensuring a determined level of continuity among City Council members across election cycles.

**FURTHER RESOLVED**, that the City Council Deputy Chief of Staff, as designated and directed by the Council president, is directed to provide staff assistance to the Council Organization Commission, and the Law Department is requested to provide counsel to the Commission as required.

**FURTHER RESOLVED**, that findings and recommendations made by the Council Organization Commission should be subsequently discussed and considered among the full body of City Council, and the adoption of all or part of the findings and recommendations, if approved, shall take effect at the start of the term of the 108<sup>th</sup> Session of City Council, beginning in January 2021.

Passed by City Council,  
July 14, 2016

Attest: Maribely Seijo  
City Clerk

Approved as to form this 6<sup>th</sup>  
day of July, 2016.

Dana Shaton  
Assistant City Solicitor

# **EXHIBIT B**

RES17-001

Wilmington, Delaware  
January 3, 2017

#4312

Sponsors:

Council  
President  
Shabazz

Council  
Member  
Chukwuocha

**WHEREAS**, pursuant to Section 2-104 of the City Charter, City Council shall determine its own rules and order of business; and

**WHEREAS**, City Council deems it advisable to adopt its permanent rules, the proposed rules attached hereto.

**NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON** that the proposed 2017 Rules attached hereto and made a part hereof, are adopted as the Rules of Wilmington City Council.

Passed by City Council,  
January 3, 2017

ATTEST: Maribel Seijo  
City Clerk

Approved as to form this 3rd  
day of January, 2017.

Dany Shota  
Assistant City Solicitor

**THE COUNCIL  
of the  
CITY OF WILMINGTON**

**RULES**

**107th Session**

**2017-2020**

Adopted: January 3, 2017, Resolution 17-001

## **THE COUNCIL OF THE CITY OF WILMINGTON RULES**

### **RULE 1 - MEETINGS OF COUNCIL**

**The City Council shall hold its official meetings at 6:30 p.m. on the first and third Thursdays of each month in the City Council chambers. On the fourth Thursday, or if a particular month has a fifth Thursday, the Council shall not meet unless otherwise specified.**

**Special meetings of the City Council may be called by the Mayor upon the Mayor's own initiative, by the President of City Council, or at the request of seven (7) members of the Council.**

**All meetings of the City Council shall be public, and agendas for each meeting shall be made available through the City Clerk's Office, in keeping with the provisions of the Delaware Code known as the Delaware's Freedom of Information Act ("FOIA").**

**All resolutions which do not have legislative effect, do not bind the City, or otherwise do not contain substantive legislative matter shall be grouped together under the agenda heading "Non-Legislative Business". All ordinances and resolutions with legislative effect and which require roll-call votes shall be grouped together under the agenda heading "Legislative Business."**

**The name of every Council Member sponsoring an ordinance or resolution on the floor of Council shall be placed in the upper left-hand margin of the first page of such measure.**

**Written minutes of all meetings of Council shall be kept by the City Clerk's Office. Written minutes of all Council Committee meetings shall be made and kept by City Council Staff under the direction of the Council Chief of Staff.**

**Resolutions adopted by voice vote under Non-Legislative Business need not be transcribed at length in the minutes, but may be recorded by purpose and subject only and without assignment of a resolution number, may be filed separately from measures with legislative effect, and shall be distributed only as provided in each resolution.**

**Copies of all resolutions, ordinances, and agendas to be considered at a City Council meeting shall be made available to visitors.**

**Whenever a scheduled Council meeting falls on or near a holiday, or when an emergency situation exists or the flow of business warrants, or in order to provide Council**

members with vacation time during the summer, the Council President is empowered to readjust the scheduling of such meeting(s) and set another date(s) as the President sees fit.

During meetings of City Council, the burning of any combustible substance for the purpose of inhaling the resulting smoke, or the eating of any food items is prohibited within the chambers where Council is meeting.

Any and all Councilpersons participating in council and or committee meetings, when conversing in the formal parts of the meeting, shall address each other formally and not by first or simply last names. They shall be addressed as Council Member, Mr., Mrs., Miss., Ms., or acknowledging their chairperson or President status, as appropriate.

Whenever publicly conversing in Council and or committee meetings, Councilpersons shall refrain from directly conversing with one another, without leave of the President or chair; and shall converse through the President or chairperson as appropriate.

## **RULE 2 - ORDER OF BUSINESS**

The order of business at official meetings of the City Council shall be as follows:

A) Convening of the City Council.

B) Silent Reflection.

C) Pledge of Allegiance to the Flag.

D) Roll Call: At the scheduled time for the meeting and before the Council proceeds to the consideration of any business, the Clerk shall call the name of each Council Member in the order of the district each represents beginning with the First Council District and ending with the at-large Councilmembers in alphabetical order.

E) Reading of the Minutes of the Previous Meeting: The minutes of the previous meeting shall be read and include a statement as to members that were present, absent with leave and absent without leave by the Clerk and adopted and approved or corrected on motion by the President Pro Tempore or in the President Pro Tempore's absence, the Chairman of the Finance Committee. In the absence of such motion, the minutes shall be deemed approved.

F) Committee Reports: Reports from standing committees shall be signed by a majority of committee members, read by the Clerk, and filed, on motion and voice vote. The reading of the minutes shall include a statement as to committee members that were present, absent with leave and absent without leave. Non committee members present need not be mentioned.

**G) City Treasurer's Report.**

**H) Non-Legislative Business:** Unless a separate vote is requested by the sponsor of any resolution, all items of non-legislative effect shall be adopted by a single motion to receive and adopt by voice vote the agenda measures listed under Non-Legislative Business. While the motion is pending, a Council Member may speak to any measure under the agenda heading "Non-Legislative Business" for which separate consideration has not been requested by the sponsor. Unless otherwise authorized by the President, there shall be a limit of five (5) non-legislative resolutions that may be presented at each Council Meeting, which shall be done on a first come, first served basis by request to the Legislative & Policy Director.

**I) Legislative Business:** This portion of the meeting shall be for the consideration of resolutions with legislative effect and ordinances only. Each member is entitled to speak twice to any matter subject to debate for periods not to exceed five minutes each time, including any time yielded to other members. No member shall exceed these limits except by leave granted by a two-thirds vote of the members present, without debate. No member shall speak twice to a matter until every other member choosing to speak has been recognized. The member on whose motion the matter was brought before Council is first entitled to the floor, and also to close the debate, but not until every other member has had an opportunity to speak for a second time.

**J) Presentation of Petitions and Communications:** Any petition or communication, written or oral, from Council Members, the Mayor, city departments, or from the public, or any communication or comment relating to city business, other than a matter on the agenda for action, is presented at this time. Each member shall be limited to five minutes for presentation of petitions and communications, to include any time yielded to other members. Any debatable motion made shall not be subject to this limit, but instead to the debate limits in Paragraph I), Legislative Business.

**K) Public Hearings (if needed).**

**L) Adjournment.**

The above order of business may be changed at any time by the Council President, or on motion duly seconded and passed by a majority of Council.

Pursuant to FOIA, an agenda as determined by the President shall be prepared for each meeting in a sufficient number of copies, for distribution to members of the public. Council Members and the administration shall be provided an agenda in an electronic format. The agenda shall list all legislative and non-legislative matters proposed by their sponsors for consideration at the meeting, and once copies of the agenda have been reproduced, a sponsoring member of Council may not remove a matter from the agenda,



although the sponsor may hold it for consideration at a subsequent meeting, subject to the provisions of Rules 8 and 9.

### **RULE 3 - CONVENING OF CITY COUNCIL**

Thirty minutes before the time appointed for each regular meeting of Council (6:00 p.m. to 6:30 p.m.), the President may convene the Committee of the Whole to meet in open public forum in Council Chambers, at which time comments not to exceed three (3) minutes in length by each person may be heard from members of the public. This constitutes the convening of the whole for (Date). Thereafter, the President shall call the first person to offer comments. This thirty minute public comment period shall be televised in its entirety. The President shall establish and enforce rules for speakers to ensure proper decorum is maintained including, but not limited to, enforcing the three-minute time-limit for each speaker and/or prohibiting the use of obscene or profane language. Any person desiring to exercise this privilege shall register with the City Clerk no later than 5:45 p.m. prior to the convening of the Committee of the Whole, and the person's signature on the City Clerk's register will acknowledge agreement to observe the time limit and the prohibition of obscene or profane language.

At the scheduled time for the meeting, the President of City Council shall call the City Council to order.

When Council convenes, each Council Member shall be in the seat assigned to that Member.

No Council Member shall be absent from the service of City Council without leave.

The attendance of at least seven (7) Council Members is required to establish quorum for official meetings of City Council.

When a quorum is not present on the initial roll call, Council shall consider only the following motions: to fix a time to which to adjourn; to adjourn; to recess; to secure attendance of absent members; or to proceed as if in Committee of the Whole for the purpose of considering informally and reporting to the Council upon any matter on the agenda.

### **RULE 4 - DUTIES OF THE PRESIDENT OF COUNCIL**

The President shall take the presiding officer's chair at the regularly or special scheduled hour for the meeting and call the members to order.

The President shall preserve order and decide all questions of order and parliamentary procedure. An appeal from the President's decision may be made by any

**Council Member if properly seconded, and the vote of two-thirds of the members present shall be necessary to overrule the President.**

**The President shall determine which Council Member shall have the floor and shall confine the discussion to the question on the floor.**

**The President shall have a vote like every other Council Member at all Council and committee meetings.**

**The President shall appoint the chairperson and members of all Council Committees, whether standing, ad-hoc, special or otherwise and shall be an ex-officio member, with vote, in each.**

**In the absence of a quorum at a meeting of the Council, the President shall have the power to order the City Clerk to compel the attendance of absent members and to direct the City Clerk to perform such other duties as the Council may from time to time approve.**

#### **RULE 5 - DUTIES OF THE CITY CLERK**

**The duties of the City Clerk shall be those set out in the Charter of the City of Wilmington, and such other duties as the Council shall from time to time determine.**

#### **RULE 6 - DUTIES OF OTHER EMPLOYEES OF THE CITY COUNCIL**

**The duties of all other employees of the City Council shall be those that are periodically determined by the President.**

#### **RULE 7 - DUTIES OF COUNCIL MEMBERS**

**Every Council Member shall promptly and regularly attend all meetings of the Council and of all committees to which assigned. No member shall be absent without leave of the President or chair, as applicable.**

**When speaking on the floor of Council a Council Member shall abide by established rules of order.**

#### **RULE 8 - MOTIONS AND RESOLUTIONS**

**A resolution shall be introduced by motion, either by the sponsor or on behalf of the President, and or another Council Member. For resolutions with legislative effect, the appropriate motion is to receive, record and file, and adopt by yea and nay vote, except for resolutions approving or confirming the appointment of a city solicitor or a city auditor, which shall be governed by the provisions that follow. For all other resolutions, the appropriate motion is "to receive and adopt by voice vote.**

**Resolutions of a substantial nature shall be reviewed in the appropriate Committee prior to action by Council at a Council Meeting. The President of Council shall determine whether or not a resolution requires Committee review.**

**Resolutions shall not continue to another session of Council. All resolutions shall be acted upon during the Council session that it was presented, and if not the legislation dies at the end of that Council session.**

**Unless time or other circumstances necessitate immediate action, or unless determined by the President of City Council that approval should not be delayed, or except for good cause shown, all multi-year contracts prepared for Council approval by resolution must be assigned to and reviewed by the appropriate City Council committee prior to the final vote by City Council.**

**Appointment of a city solicitor and/or a city auditor shall be approved only by resolution, sponsored by the President and the Chair of the appropriate committee and the appropriate motion is "to receive, record, and file and refer to the appropriate committee. The appropriate committee shall consider the matter and hold such hearings as it deems proper after which, it shall be in order for Council to consider the resolution, with or without a committee recommendation.**

**The chair of the appropriate committee may schedule hearings at any time after a mayor-elect has notified the City Clerk of the name of a proposed appointee requiring Council approval, and a new Council, if it adopts these rules as its temporary or permanent rules, at its option may proceed to immediate consideration of a resolution approving the appointment, or may conduct additional hearings of its own.**

**A brief statement of the purpose of the motion or resolution shall accompany every motion and resolution, oral or written, other than a procedural motion on which debate is not allowed.**

**Written motions and resolutions need not be read in full unless requested by a Council member. A short statement of its purpose by the mover is sufficient.**

**No motion or resolution shall be considered or debated by Council unless it is seconded. When a motion that is in order is seconded, it, and any resolution which is the subject of it, shall be before Council for debate.**

**The mover of a motion or resolution, on seeking the floor, shall be first entitled to recognition.**

**After a motion or resolution has been duly seconded, it shall be before the Council for action, but the mover may withdraw it at any time before a final vote is taken.**

**A motion or resolution before Council may be amended at any time prior to final action upon it.**

**After deliberation upon a motion or resolution, the President shall again distinctly repeat the motion and if no roll call is required or requested, put the question in the following words "All those in favor of the motion say a yea", and after the affirmative is expressed, "All those opposed to the motion say no". The vote of a majority of the members in attendance and voting shall prevail unless otherwise provided by these rules or the provisions of the City Charter.**

**The President may order, or any member may call for, a roll call vote on any procedural matter that has legislative effect, and after the Clerk has called the Roll, tallied the vote and announced the results, action on the motion is final.**

**After the yeas and nays or a roll call have been ordered, all further debate upon the question shall be terminated.**

**No member shall be allowed to vote or change a vote after the outcome has been announced by the Clerk or the President.**

**A resolution that has appeared on the agenda for consideration at two meetings of Council without its sponsor moving for its consideration shall not thereafter be placed on the agenda for consideration at another meeting, except by a majority vote of members present at a meeting preceding the meeting for which agenda listing is sought.**

## **RULE 9 - ORDINANCES**

**An ordinance shall be introduced only by a Council Member, either as sponsor or on behalf of the sponsor, or by order of the President.**

**Every ordinance shall be accompanied by a brief statement of its purposes and objectives and a policy statement. In addition, and more specifically, every ordinance prior to its enactment shall be accompanied by a brief but specific statement of its expected fiscal impact, and a copy of such fiscal impact statement shall be filed with the City Clerk.**

**When a Council Member introduces an ordinance, the Clerk shall read it twice by title only, unless a member requests that it be read in full. After the two readings, the sponsor or another member on behalf of the sponsor shall move that the ordinance be received, recorded and filed, and referred to the appropriate committee. Upon seconding, introduction is complete.**

**Ordinances shall be voted out of the appropriate committee prior to final vote by Council.**

**Ordinances shall not continue to another session of Council. All ordinances shall be acted upon during the Council session that it was introduced, and if not the legislation dies at the end of that Council session.**

**Except as provided in the City Charter for emergency ordinances, an ordinance shall not be read for the third and final time, nor acted upon, at the same meeting at which it was introduced nor in the absence of the Council Member who introduced the same without the consent of that member, unless there is a sponsor or co-sponsor present who requests that the ordinance be brought up for its enacting vote.**

**When the President is the primary sponsor of an ordinance and the member who introduced such ordinance on the President's behalf is absent, the President shall be free to have another member bring the ordinance to the floor for its third and final reading.**

**No ordinance shall be repealed unless notice shall have been given and entered on the minute book of the Council at a stated meeting that at the next succeeding stated meeting, an ordinance would be introduced for such repeal.**

**An ordinance may be reviewed by the committee to which it was referred, either at the request of a sponsor or as determined by the chair of the committee. At any meeting subsequent to the introduction of an ordinance, it shall be subject to debate by the members. The Council Member who introduced the ordinance, on seeking the floor, shall be first entitled to recognition.**

**After an ordinance has been properly introduced and presented to Council, it shall be before the Council for action, but the Council Member who introduced it may withdraw or hold it at any time prior to final action upon it.**

**An ordinance before Council may be amended at any time prior to final action upon it.**

**After an ordinance has been given its third and final reading, debate is in order.**

**Whenever an ordinance amends the zoning district map, the public hearing concerning which has been concluded, and after any debate by the members, the President shall call on each Council Member in turn to state for the record the reasons the Member supports or opposes the proposed ordinance. Each Member's statement may refer to or adopt findings in documents or reports, or parts of them that are already on record concerning such ordinance.**

**An ordinance that has appeared on the agenda for third and final reading at two meetings of Council without its sponsor moving for its consideration shall not thereafter be**

placed on the agenda for consideration at another meeting, except by a majority vote of members present at a meeting preceding the meeting for which agenda listing is sought.

After debate has concluded and required statements of members have been made, the President shall instruct the Clerk to call the roll. When the roll call is completed, the Clerk will tally the vote and announce the result.

#### **RULE 10 – STANDING COMMITTEES OF COUNCIL**

The following shall be the standing committees of Council. The President shall appoint the chair and members of each committee and shall appoint a vice-chair if necessary.

Finance & Economic Development	Public Works & Transportation
Public Safety	Health, Aging & Disabilities
Education, Youth & Family Services	Community Development & Urban Planning

#### **RULE 11 - COMMITTEE RULES AND POWERS**

Each standing committee is authorized to hold such hearings, to sit and act at such times and places, to call witnesses and request the production of such correspondence, books, papers, and documents necessary. Each such committee may make investigations into any matter within its jurisdiction, may report such hearings as may be had by it, and may employ stenographic assistance with the approval of the President of City Council. Any questions that may arise in regard to the powers and jurisdiction of any committee of Council shall be determined by the Council sitting as the Committee of the Whole.

The rules of each committee shall be made available to the public through the City Council Office.

Meetings of each standing committee shall be called by the Chair as he/she may deem necessary for the transaction of business before the committee. If at least two members of any such committee desire that a special meeting of the committee be called by the Chair, those members may file with the City Council Office, their written request to the Chair for that special meeting. Immediately upon the filing of the request, the President of City Council or his/her designee shall notify the Chair of the filing of the request. If, within three calendar days after the filing of the request, the Chair does not call the requested special meeting, the President of City Council may file with the City Clerk his or her written notice that a special meeting of the committee will be held, specifying the date and hour of that special meeting. The committee shall meet on that date and hour. Immediately upon the filing of the notice, the Clerk shall notify all members of the committee that such special meeting will be held and inform them of its date and hour. If

**the Chair of any such committee is not present at any regular, additional, or special meeting of the committee, the President of City Council or his/her Council member designee shall preside at that meeting.**

**Each committee shall make public announcement of the date, place, and subject matter of any meeting to be conducted by the committee on any measure or matter at least seven days before the commencement of that meeting.**

**Notwithstanding any other provision of the rules, when City Council is in session, no committee shall meet. Unless consent has been obtained from the President of City Council, no committee may meet on the same day City Council is in session. The President of City Council or his/her designee shall announce to City Council whenever consent has been given under this subparagraph and shall state the time and place of such meeting.**

**Each meeting of a committee, including meetings to conduct hearings, shall be open to the public, except that a meeting or series of meetings by a committee thereof on the same subject for a period of no more than three consecutive meetings when the President of City Council or the Chair of the Committee deems it necessary, to discuss only whether the matters enumerated in clauses (1) through (5) would require the meeting to be closed, followed immediately by a roll call vote in open session by a majority of the members of the entire body when it is determined that the matters to be discussed or the testimony to be taken at such meeting or meetings:**

- (1) Will relate solely to matters of committee staff personnel or internal staff management or procedures;**
- (2) Will tend to charge an individual with crime or misconduct, to disgrace or injure the professional standing of an individual, or otherwise to expose an individual to public contempt or obloquy, or will represent a clearly unwarranted invasion of the privacy of an individual;**
- (3) Will disclose any information relating to the investigation or prosecution of a criminal offense that is required to be kept secret in the interests of effective law enforcement;**
- (4) Will disclose information relating to financial or commercial information relating to the City of Wilmington that is required to be kept confidential;**
- (5) May divulge matters required to be kept confidential under other provisions of law or Governmental regulations.**

**Any committee meeting is open to the public, and may be broadcast by radio or television, or both, under such rules as the committee may adopt.**

Whenever disorder arises during a committee meeting that is open to the public or any demonstration of approval or disapproval is indulged in by any person in attendance at any such meeting, it shall be the duty of the Chair to enforce order on his/her own initiative and without any point of order being made by a Council member. When the Chair finds it necessary to maintain order, he/she shall have the power to clear the room and the committee may act in closed session for so long as there is doubt of the assurance of order.

The attendance of at least three (3) members assigned to a committee is required to establish quorum for the purpose of conducting business at said committee. Council members not assigned to a particular committee may attend and participate in any such committee meeting but may not vote or otherwise take action on items before said committee. The President determines the number of members assigned to the committee.

The vote of any committee to report a measure or matter or submit an ordinance for consideration by the entire body of City Council shall require the concurrence of a majority of the members of the committee who are present.

Each committee shall keep a complete record of all committee action. Such record shall include a record of the votes on any question on which a record vote is demanded. The results of roll call votes taken in any meeting or any committee upon any measure, or any amendment thereto, shall be announced in the committee report on that measure unless previously announced by the committee, and such announcement shall include a tabulation of the votes cast in favor of and votes cast in opposition to each such measure and amendment by each member of the committee who was present at the meeting.

All committee hearings, records, data, charts, and files shall be kept separate and distinct from the Council member's office records who serve as Chair of the committee; and such records shall be the property of City Council and all members of the committee and the City Council shall have access to such records.

## **RULE 12 – SPECIAL COMMITTEES**

All special committees shall be appointed by the President.

## **RULE 13 - COMMITTEE REPORTS**

The presentation of reports of committees shall be in writing and state the fact of the matter referred, together with the conclusions and recommendations of the particular committee. The failure of a sponsor or co-sponsor from securing the signatures of a majority of the committee's members shall prevent the sponsor from bringing an ordinance to the floor for a vote of the full Council.



Written minutes of all Committee meetings shall be taken and maintained by Council Staff in the Council's files and provided in hard copy to any Council member upon request.

#### **RULE 14 - MOTIONS**

When a question is under debate, the only motions in order shall be:

1. To adjourn
2. To lay on the table
3. To refer
4. To amend
5. To postpone to certain time

The above motions shall have precedence in the order listed.

#### **RULE 15 - MOTION TO ADJOURN**

A motion to adjourn the Council meeting shall always be in order, except when a member is in possession of the floor, while the yes and nos are being called, when adjournment was the last motion decided and there was no intervening business.

A motion to adjourn cannot be amended but a motion to a given day or time may be and is open to debate.

#### **RULE 16 - MOTION TO LAY ON THE TABLE**

A motion to "lay on the table" or simply "to table" is not debatable. This motion is properly brought when used to interrupt pending business so that the Council may consider another matter of immediate urgency. This motion cannot be used to put off dealing with a matter.

#### **RULE 17 - MOTION TO POSTPONE TO CERTAIN TIME**

This motion is properly brought when debate has shown reasons for holding off final vote until a later, but defined time (i.e., subsequent Council meetings). This motion is debatable but the debate shall be limited to whether the main question should be postponed and to what time. Debate on the merits of the main question is improper.

#### **RULE 18 - MOTION TO REFER**

A motion to refer to a standing committee shall take precedence over a similar motion to refer to a special committee.

## **RULE 19 - MOTION TO AMEND**

A motion to amend an amendment shall be in order but a motion to amend an amendment to an amendment shall not be entertained. An amendment modifying the intention of a motion, resolution or ordinance shall be in order, but an amendment relating to a different subject matter shall not be in order.

## **RULE 20 - AMENDMENTS**

An amendment to strike out and insert the words, sentence, or paragraph to be amended shall be first read as it stands; then the words, sentence or paragraph proposed to be struck out and those to be inserted, and finally, the paragraph as it will read with the amendment.

## **RULE 21 - RECONSIDERATION**

A question may be reconsidered at any time during the same meeting or at the next stated meeting thereafter, but only if the question failed to be approved. A motion to reconsider must be made by a member of Council who voted with the prevailing side, or in case of equal division, by a member of Council who voted in the negative.

Once a question has been decided by Council, whether contained in a motion, resolution or ordinance, no member of Council who did not vote with the prevailing majority, or in the negative in case of an equal division, may bring substantially the same matter before Council again during the same session of Council, which begins with the organizational meeting following the general election of members of Council, and extends to the final meeting before the next organization meeting. The President shall determine whether a question constitutes substantially the same matter whenever a member of Council who did not vote with the prevailing side requests that an ordinance or resolution on a similar matter be prepared or placed upon the agenda, moves for a suspension of the rules to add the matter to the agenda as published, or otherwise moves that the matter be again considered.

## **RULE 22 - SUSPENSION OF RULES**

Except as limited by Rule 23, rules may be suspended by approval of a majority vote of the members of Council in attendance.

## **RULE 23 - EFFECTIVE DATE; REPEAL, ALTERATION OR AMENDMENT OF RULES**

**These rules shall be effective immediately upon their adoption by City Council and shall not be repealed, altered or amended unless a motion to do so is presented in resolution form and passed by a majority of the members of Council present at an official meeting of the City Council.**

**No rule providing for a vote greater than a simple majority on any matter may be suspended or amended except by the same vote required for approval of the underlying matter.**

**No rule may be suspended or amended in derogation of an existing right or privilege of any member, except by a two-thirds vote of all the members of Council.**

#### **RULE 24 – PARLIAMENTARIAN FOR CITY COUNCIL**

**The City Solicitor or his/her designee shall be the official parliamentarian for all City Council Meetings and shall advise the President on questions of parliamentary procedure. The City Solicitor or his/her designee may advise the Council on legal questions related to pending legislation, upon obtaining the floor from the President.**

#### **RULE 25 – ROBERT’S RULES OF ORDER**

**All questions of parliamentary procedure not provided for in these rules shall be decided in accordance with the latest edition of Robert’s Rules of Order.**

#### **RULE 26 - ESTABLISHMENT OF COUNCIL SALARIES**

**Except between July 1 and December 31 in years when elections to Council are held, whenever an ordinance is enacted that provides for a general increase in the salary schedules for non-union classified employees under the merit system, the Chair of the Finance Committee shall prepare and introduce for consideration, an ordinance providing for an increase of the same proportion that will apply to Council members to be elected at the following general election. If employee salary schedules are increased after June 30 in a Council election year, the Chair of the Finance committee taking office the following January shall, within 30 days after taking office, introduce for consideration such an ordinance that will apply to Council members elected at the next-following election.**

Wilmington, Delaware  
February 16, 2017

#4329

**Sponsors:**

**Council  
President  
Shabazz**

**Council  
Members  
Guy  
McCoy**

**Co-Sponsors:**

**Council  
Members  
Adams  
Chukwuocha  
Dixon  
Freel  
Harlee  
Oliver  
Turner  
Williams**

**WHEREAS**, on January 3, 2017, the 107<sup>th</sup> Session of the Wilmington City Council adopted Resolution 17-001, which established the permanent rules of the legislative body; and

**WHEREAS**, there is interest among some members of Council to amend the provision regarding silent reflection at the beginning of City Council meetings.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON**, that Rule 2 of the Rules of the Council of the City of Wilmington, "Order of Business", is hereby amended by replacing "B) Silent Reflection." with "B) ~~Universal~~ Prayer."

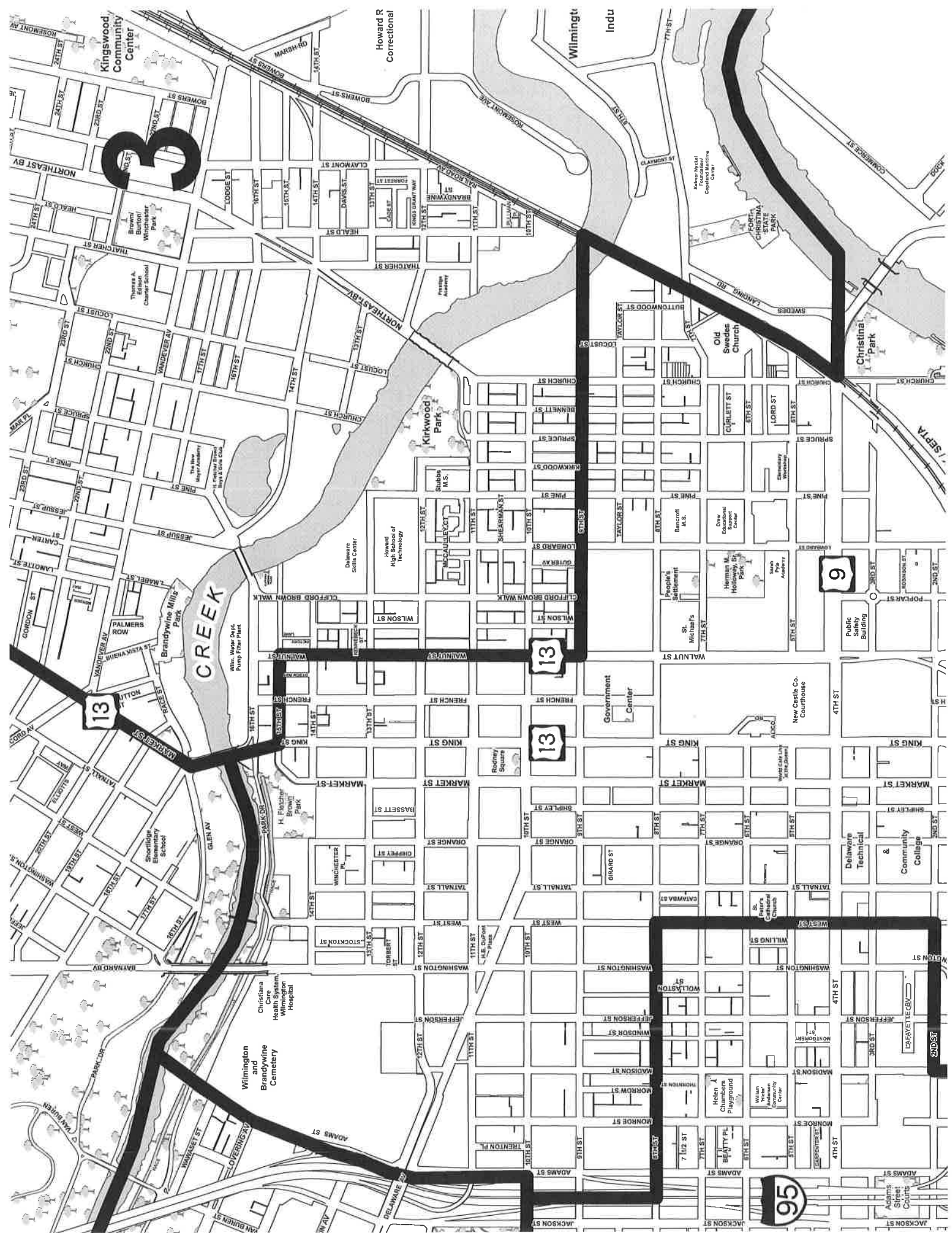
Passed by City Council,  
February 16, 2017

Attest: Margaret Slijo  
City Clerk

Approved as to form this 15<sup>th</sup>  
day of February, 2017.

Danys Dhatnaga  
Assistant City Solicitor

# EXHIBIT C



3

9

13

13

95

13

Kingswood Community Center

Brown/Winchester Park

Thomas A. Edison Charter School

Vanever Ave

17th St

15th St

14th St

13th St

12th St

11th St

10th St

9th St

8th St

7th St

6th St

16th St

15th St

14th St

13th St

12th St

11th St

10th St

9th St

8th St

7th St

6th St

5th St

4th St

3rd St

2nd St

1st St

0th St

17th St

16th St

15th St

14th St

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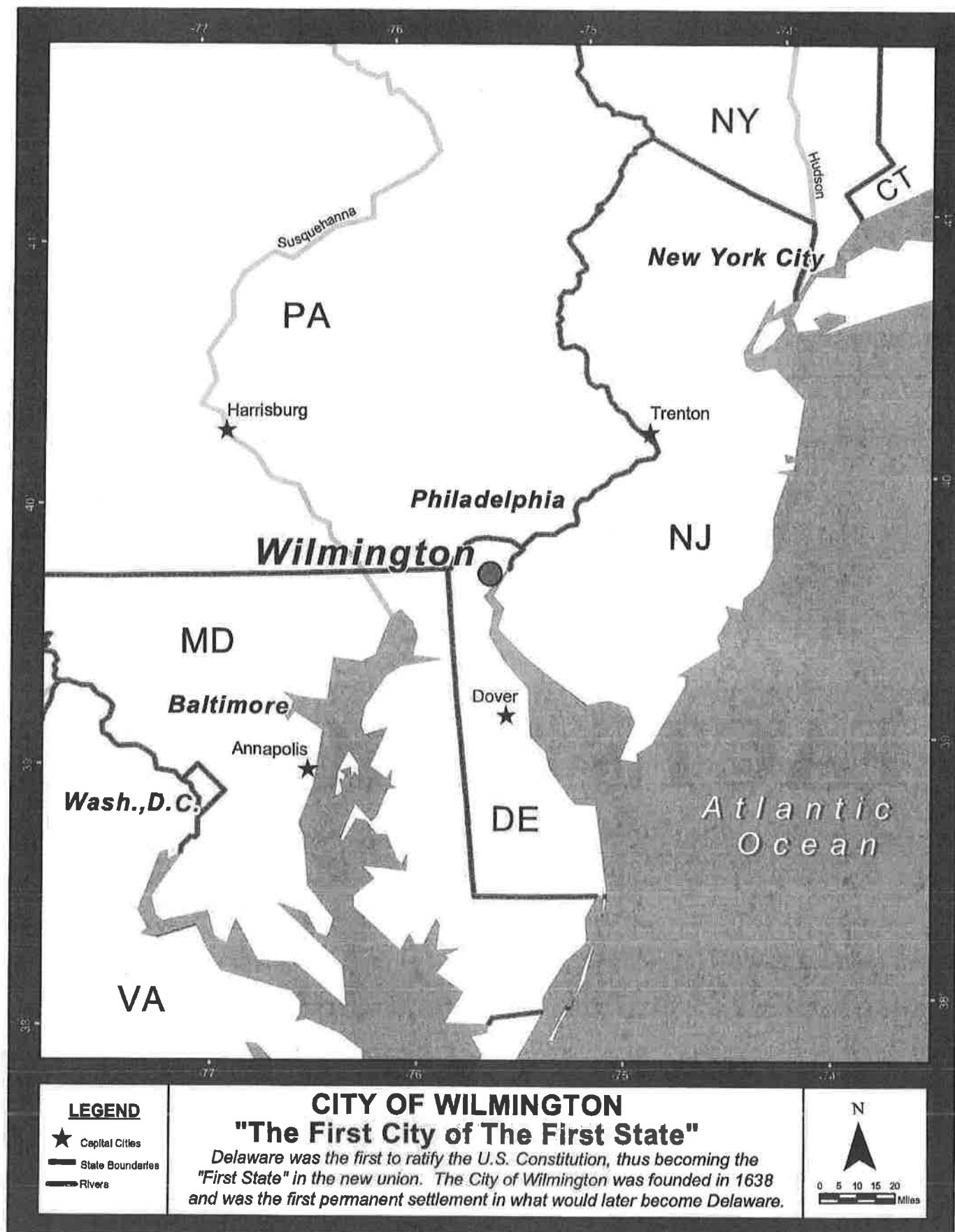
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# EXHIBIT D

# **WILMINGTON**

## **FACTS & FIGURES**





# **WILMINGTON FACTS & FIGURES**

The City of Wilmington is located on the western bank of the Delaware River in the northeast corner of the State of Delaware, almost at the midpoint between New York City and Washington, D.C. The City is the largest municipality in the State and on the Delmarva Peninsula, and is the regional center of banking, commerce, industry, and the performing arts. The City has excellent access to the various transportation networks of the eastern seaboard. Interstate Highways 95, 295, and 495, as well as US Routes 13, 40, 41 and 202 conveniently link the immediate areas with the entire region. Amtrak provides full passenger service, while railroads offer comprehensive freight connections available to all major points. The New Castle County Airport, located four miles from the central business district, offers general aviation access and charter services. The Philadelphia International Airport lies thirty minutes north by car. The Port of Wilmington is a full-service Port handling cargo for many regional, national and international firms.

The Greater Wilmington Area includes portions of two states: New Castle County (Delaware) and Cecil County (Maryland). The data below provides a comparative look at the population, land area, and the density of the Wilmington region.

## **LAND AREA AND POPULATION DENSITY**

	<b><u>2000 Population</u></b>	<b><u>2010 Population</u></b>	<b><u>% Change</u></b>	<b><u>Land Area (sq. mile)</u></b>	<b><u>2010 Population Density (sq. mile)</u></b>
City	72,664	70,851	-2.5%	10.85	6,530.0
New Castle County	500,265	538,479	7.6%	426.27	1,263.2
Greater Wilmington Area	586,216	639,587	9.1%	774.30	826.0
State of Delaware	783,600	897,934	14.6%	1,955.0	460.8

## **Population**

The 2010 US Census indicates that the City's population decreased by 2.5% from 2000 to 2010, a slight reversal of the growth trend indicated in the 1990 and 2000 Census. New Castle County, the Greater Wilmington Area, and the State have recorded significant increases in population starting from 1970.

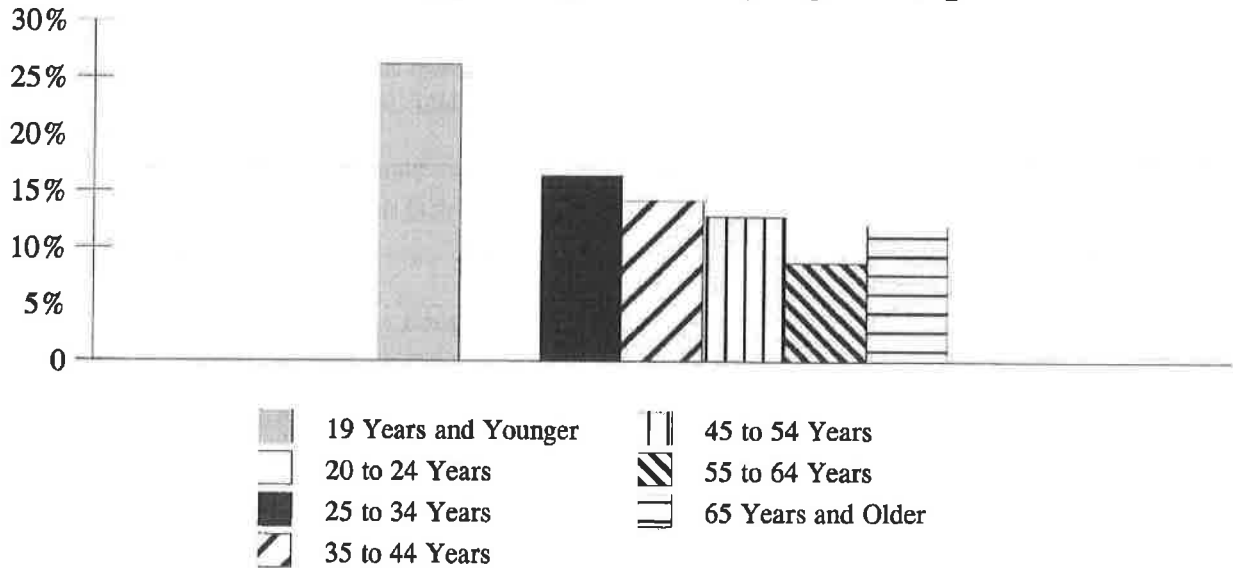
## **POPULATION TRENDS**

	<b><u>1980</u></b>	<b><u>1990</u></b>	<b><u>2000</u></b>	<b><u>2010</u></b>
City of Wilmington	70,195	71,529	72,664	70,851
# of Dwelling Units	30,506	31,244	32,138	32,820
State of Delaware	594,338	666,168	783,600	897,934
Greater Wilmington Area	458,545	513,587	586,216	639,587
New Castle County	398,115	441,946	500,265	538,479

## CITY OF WILMINGTON DEMOGRAPHICS STATISTICS

Understanding the City's demographics is important in order to understand the City's fiscal policies and budgetary priorities. Wilmington's combination of a large youth population and a higher percentage of incomes under \$25,000 create a greater need for City Parks & Recreation and Public Safety services.

### Percentage of Population by Age Group



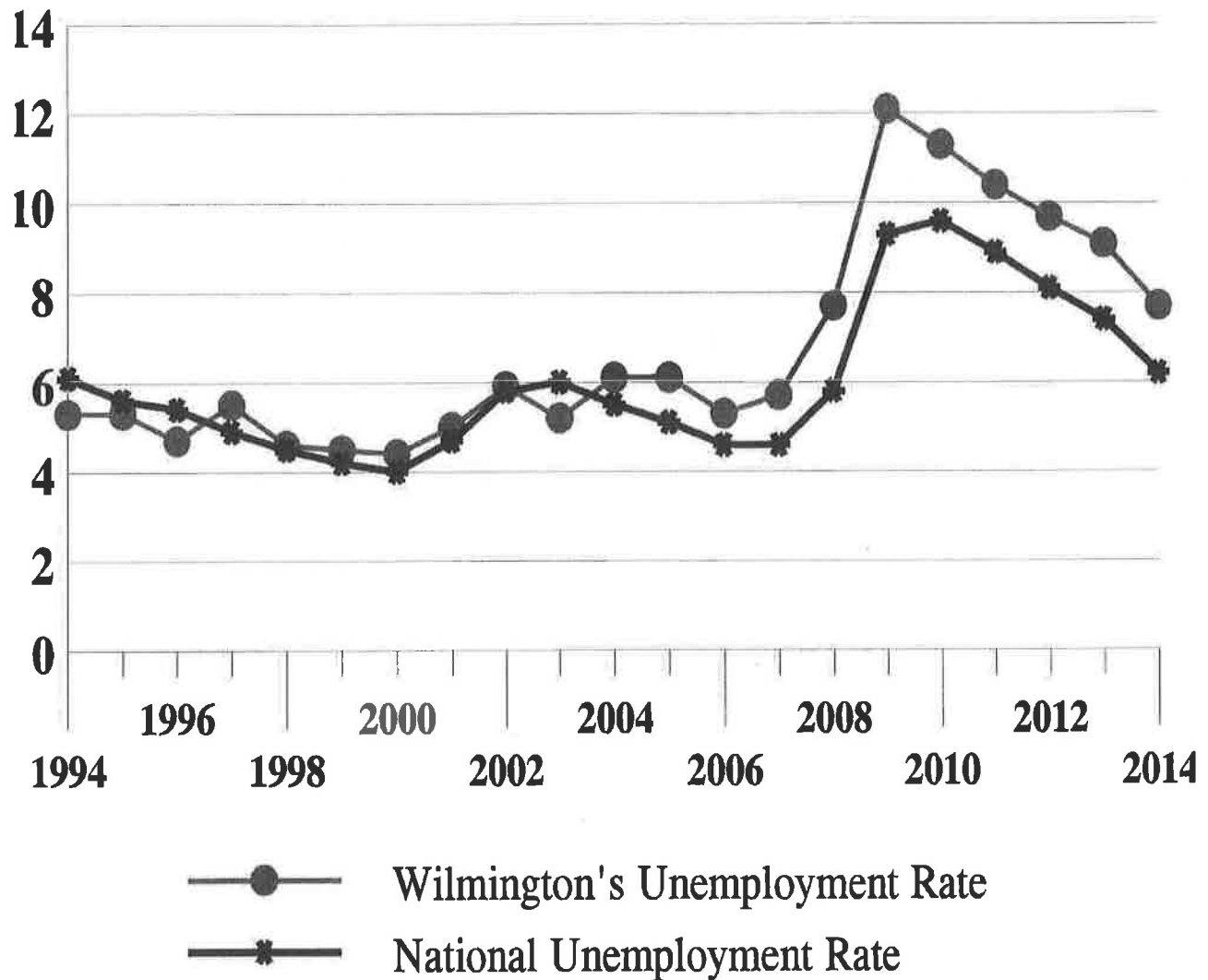
PERCENT OF HOUSEHOLDS BY ANNUAL INCOME (in 2013 inflation adjusted dollars)	
\$0 to \$9,999	15.4%
\$10,000 to \$14,999	7.3%
\$15,000 to \$24,999	10.0%
\$25,000 to \$34,999	13.8%
\$35,000 to \$49,999	13.1%
\$50,000 to \$74,999	15.8%
\$75,000 to \$99,999	11.5%
\$100,000 to \$149,999	7.8%
\$150,000 or more	5.3%
<b>MEDIAN HOUSEHOLD INCOME</b>	<b>\$37,861</b>

Source: U.S. Census Bureau, 2013 American Community Survey.

## WILMINGTON EMPLOYMENT TRENDS

Employment is a strong indicator of the City of Wilmington's overall health. The City's unemployment rate continues to stay above national trends, reflecting the disproportional impact of today's economy on Wilmington's predominantly youthful population. Higher unemployment leads to an increase in demand for City services and resources, such as Summer Youth Employment and Policing.

### City of Wilmington's Unemployment % Rate



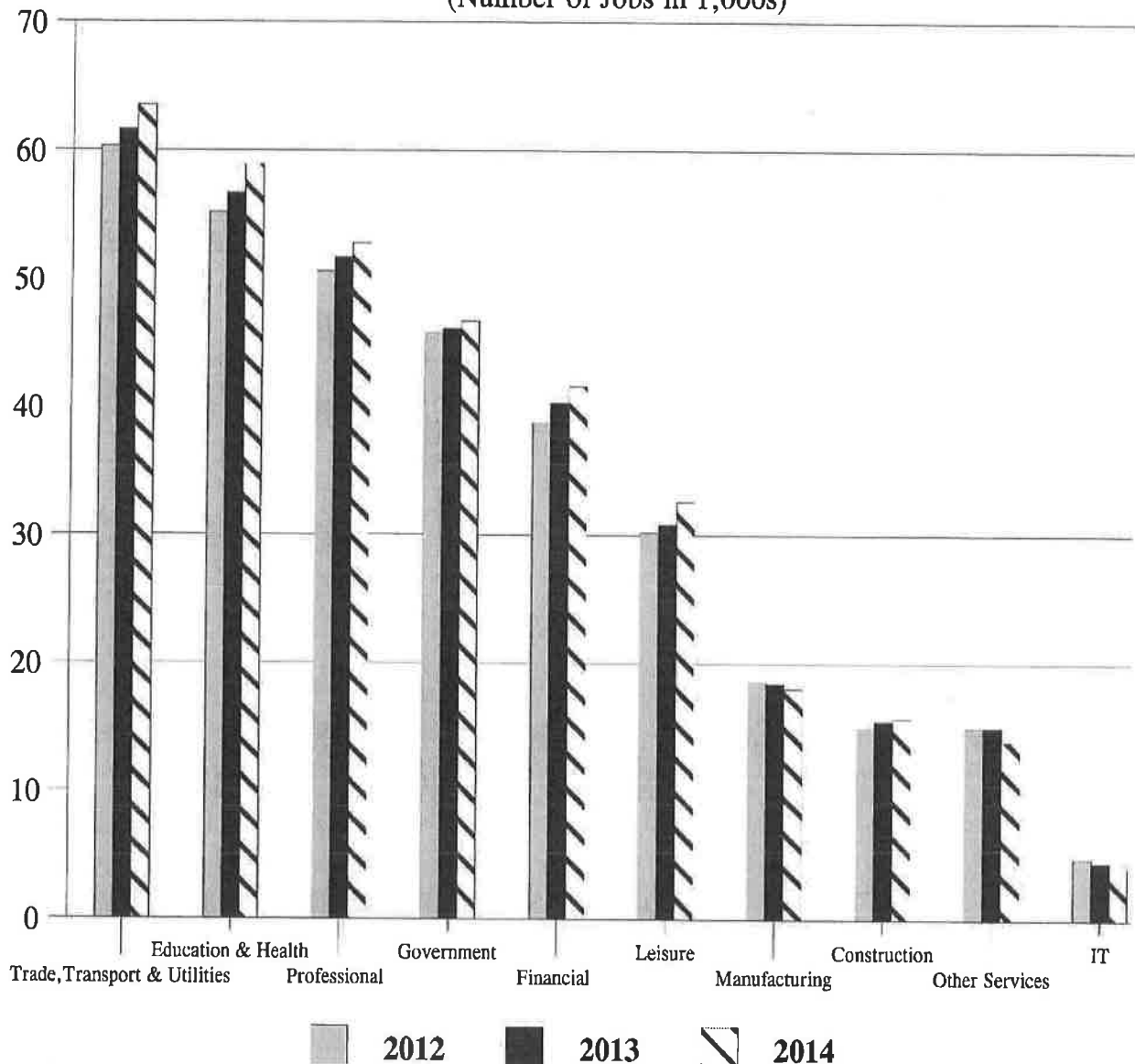
Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics & Annual Average Unemployment Rate, 2014.

## WILMINGTON PMSA EMPLOYMENT BY INDUSTRY

Industries located in and around the City of Wilmington promote economic development and job creation, as well as form the basis of the City's largest revenue source, Wage & Net Profits taxes. As such, the fiscal health of the City is closely connected to the health and stability of its employment base. Below are the major industries and their levels of employment within the Greater Wilmington Area.

### Employment By Major Industry Type

(Number of Jobs in 1,000s)



Source: U.S. Department of Labor, Bureau of Labor Statistics, Current Employment Statistics Program, 2014.

## **MAJOR AREA EMPLOYERS**

Major area employers within commuting distance of the City of Wilmington.

<b>Employer</b>	<b>Business</b>	<b>Employees</b>
State of Delaware	Government	17,000
DuPont	Science and Engineering	13,500
Christiana Care Health System	Hospital/Healthcare	10,500
AstraZeneca Pharmaceuticals LP	Pharmaceuticals/Chemicals	3,550
Nemours (A.I. Dupont Hospital)	Hospital/Healthcare	3,000
YMCA of Delaware	Nonprofit	2,000
M&T Bank	Banking	1,782
Red Clay School District	Public Education	1,500
New Castle County	Government	1,500
Delmarva Power	Utility	1,400
University of Delaware	Public Education	1,304
Computer Aid, INC (CAI)	Technology	1,200
DuPont Pharmaceuticals	Pharmaceuticals/Chemicals	1,001
Goodwill of Delaware	Nonprofit	1,000
Saint Francis Healthcare	Hospital/Healthcare	1,000
Wilmington VA Medical Center	Hospital/Healthcare	980
AAA	Automotive/Travel	890
WSFS Bank	Banking	801
Aetna	Insurance	750
Christiana Care Visiting Nurses Association	Hospital/Healthcare	600
Incyte Corporation	Pharmaceuticals/Chemicals	500
Patterson-Schwartz	Real Estate	330
DiSabatino Construction	Construction	300
Sobieski Services	Construction	300
Richards, Layton and Finger	Legal Services	275

Source: Delaware Business Times, Book of Lists, 2015.

## **Largest Wage Tax Withholders in the City of Wilmington**

Maintaining the diversity of the City's top revenue source, Wage and Net Profits Tax, is an important component in assuring stable income during an economic downturn. As of calendar year 2014, no one entity was providing more than 11% of total Wage Taxes withheld. Below are the City's top five Wage Tax withholders over the past three calendar years.

### **Calendar Year 2014**

Name	Withholdings	% of Total Withholdings
JP Morgan Chase	\$5,839,279	10.7%
Dupont	\$5,139,061	9.4%
State of Delaware	\$3,443,612	6.3%
Bank of America	\$2,685,793	4.9%
Barclays	\$1,972,340	3.6%

### **Calendar Year 2013**

Name	Withholdings	% of Total Withholdings
JP Morgan Chase	\$5,441,773	9.9%
State of Delaware	\$3,387,085	6.2%
Dupont	\$3,157,830	5.8%
Bank of America	\$2,013,280	3.7%
Barclays	\$1,799,199	3.3%

### **Calendar Year 2012**

Name	Withholdings	% of Total Withholdings
JP Morgan Chase	\$4,873,337	8.7%
State of Delaware	\$3,325,025	5.9%
Dupont	\$2,751,935	4.9%
Bank of America	\$2,429,682	4.3%
Christiana Care	\$1,814,502	3.2%

Source: City of Wilmington Revenue Division.

## **Largest Real Estate Taxpayers in the City of Wilmington**

Property tax is the City's second largest revenue source. Changes in the housing, construction, and building industries directly affect City revenue through the issuance of permits and the levying of property taxes. Below are the largest real estate owners that in total represent 20 % of the total taxable assessment value in the City.

<b>Name</b>	<b>Property Type</b>	<b>Taxable Assessment</b>	<b>% of Taxable Assessment</b>
Buccini/Pollin Group	Office & Residential	\$115,573,000	4.41%
JP Morgan Chase	Office Building	54,755,200	2.09%
M&T Bank	Office Building	53,147,960	2.03%
Bank of America	Office Building	52,992,000	2.02%
The Chemours Co FC LLC	Office Building	43,032,000	1.64%
Delmarva Power	Electric & Gas Utility	42,626,500	1.63%
DCL Leasing	Office Building	41,000,000	1.56%
1201 N. Market Street LLC	Office Building	35,000,000	1.34%
Calpine Mid-Atlantic	Electric Generation	32,703,400	1.23%
Verizon	Office Building & Utility	29,844,100	1.14%
TRC/Rubenstein	Office Building	28,548,300	1.09%
<b>Total</b>		<b>\$529,222,460</b>	<b>20.18%</b>

Source: City of Wilmington Revenue Division.



### **New Construction Permits Issued**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Single-Family</b>	49	31	7	22	7
<b>Multi-Family</b>	3	2	3	3	2
<b>Non-Residential</b>	8	7	6	4	9
<b>TOTAL</b>	<b>60</b>	<b>40</b>	<b>16</b>	<b>29</b>	<b>18</b>

### **Total Value of New Construction Activity**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Residential</b>	\$ 29,846,027	\$ 4,650,925	\$ 25,154,312	\$ 22,457,667	\$ 13,478,141
<b>Non-Residential</b>	\$ 8,543,544	\$ 49,391,949	\$ 38,583,903	\$ 5,383,608	\$ 18,583,810
<b>TOTAL</b>	<b>\$ 38,389,571</b>	<b>\$ 54,042,874</b>	<b>\$ 63,738,215</b>	<b>\$ 27,841,275</b>	<b>\$ 32,061,951</b>

### **Renovation Construction Permits Issued**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Residential</b>	3,000	1,919	2,293	2,232	2,449
<b>Non-Residential</b>	326	247	319	447	346
<b>TOTAL</b>	<b>3,326</b>	<b>2,166</b>	<b>2,612</b>	<b>2,679</b>	<b>2,795</b>

### **Total Value of Renovation Construction Activity**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Residential</b>	\$ 46,087,753	\$ 64,514,060	\$ 17,552,355	\$ 49,604,102	\$ 46,918,681
<b>Non-Residential</b>	\$ 35,798,778	\$ 94,577,430	\$ 83,326,487	\$ 56,438,330	\$ 61,920,799
<b>TOTAL</b>	<b>\$ 81,886,531</b>	<b>\$ 159,091,490</b>	<b>\$ 100,878,842</b>	<b>\$ 106,042,432</b>	<b>\$ 108,839,480</b>

Source: City of Wilmington, Department of Licenses & Inspections.

## **ECONOMIC DEVELOPMENT ACTIVITY**

Wilmington continues to make steady progress toward a full recovery from the significant impact of the collapse of financial markets during the Great Recession. Since 2012, Wilmington's unemployment rate has dropped from 9.7% to 6.4%, and hiring in the Finance and Insurance industry, a core industry of Wilmington's economic base, has exceeded pre-recession levels, with nearly 12,400 jobs as of the end of 2014. The growth in this sector is due in part to the analytical skill-set of the workforce, which has its roots in the chemical and engineering industries, and was further developed by growth of the credit card industry. Wilmington is uniquely positioned to meet the growing demand for the next generation of financial, technical, and predictive analytics jobs, and in diverse industries such as healthcare and energy, all of which heavily rely on IT and other analytical skills.

### **Business Incentive Program**

The Office of Economic Development (OED) manages the Business Incentive Program, which utilizes the City's Economic Development Strategic Fund to make contractually-based job creation and job retention incentive offers to businesses. The Business Incentive Program's expenditures are recouped by the City's General Fund in two or three years by the wage taxes generated from the new or retained jobs. Each incentive is contractually memorialized, and contains performance requirements and claw-back terms for noncompliance.

Since the enabling legislation and initial appropriation of the Economic Development Strategic Fund in 2002, the City has executed 25 contracts that have provided a total of \$11.75 million in incentive payments. These incentives have yielded \$49 million of additional wage taxes to the City's General Fund since FY 2002. In FY 2014 alone, the jobs attributed to the Strategic Fund Incentive Program accounted for \$6 million of the City's wage tax base, and that is projected to grow to \$6.75 million by the end of FY 2015.

As an additional tool to support new businesses that wish to relocate to Wilmington or to assist existing City businesses that wish to expand, the Wilmington Urban Development Action Grant (UDAG) Corporation (a quasi-governmental, nonprofit economic development agency wholly-owned by the City of Wilmington), established a partnership in late 2014 with the National Development Council and Discover Bank to create the Grow Wilmington Fund. This Fund provides low interest rates and extended fixed-rate terms, and expands the City's capacity to provide financing for small businesses, with loan approvals up to \$4 million. The City also continues to offer smaller business loans of up to \$75,000 through its other partner, the Wilmington Economic Development Corporation, known as WEDCO.

### **Downtown Development**

In March of 2014, Governor Jack Markel proposed his Downtown Development Initiative legislation aimed at assisting Delaware cities in attracting private development to their downtown cores. The State Legislature appropriated \$7 million for the initiative in the FY 2015 State budget. In January of 2015, Wilmington became one of the first three communities to be designated as a Downtown Development District, with \$2.3 million reserved for projects in the City.

The Governor's Downtown Development District Initiative is modeled after similar programs in other states and cities, including Wilmington's Upstairs Fund initiative. The Upstairs Fund initiative invested \$15.5 million of City bond proceeds between 2009 and 2013 to leverage more than \$50 million in private sector investment in the Market Street Historic District. The result was 50 new housing units and 24 new retail/office spaces in formerly underutilized or vacant buildings.

The Buccini/Pollin Group (BPG) continues to drive the expansion of downtown Wilmington's residential housing options with three major projects. The first project, on North Market Street, is a \$16 million market-rate housing development consisting of 75 new units in two buildings. BPG's second project, the \$25 million Market Street Village, is in response to Wilmington's growing charter school presence. The conversion of three abandoned buildings along Market Street will create 77 new affordable workforce residential units for teachers. The third and largest project, the \$50 million Residences at Midtown, is the redevelopment of the long-vacant and deteriorating Midtown Parking Garage into 229 luxury apartment units with reserved parking spaces. The first two projects are slated to be completed by fall of 2015, while the Residences at Midtown project is expected to be finished by the summer of 2017.

The expansion of the ten-acre Wilmington Campus of the Christiana Care Health System (CCHS) was completed near the end of 2014. The \$210 million expansion doubled the size of the emergency room, created 30 new single-occupancy patient rooms, provided the capacity for another 90 beds, and created a new entrance lobby and outdoor healing garden. In addition, 51,000 square feet of professional office space for private medical practices was added. In all, the expansion will bring in 500 new jobs. CCHS is partnering with Philadelphia's renowned Thomas Jefferson University medical system to become a regional joint replacement and rehabilitation hospital that will serve the City well into the 21st century.

The Wilmington Renaissance Corp. (WRC) is a public/private partnership funded by many of the largest employers within Wilmington's Downtown business district. WRC has benchmarked best practices of other cities and assembled local focus groups to come up with one "big idea" for Wilmington to adopt. The priority idea, which garnered wide community support, is to revitalize the area immediately west of the Market Street commercial corridor into a "Creative District" to serve as a hub for the City's artistic, design, and technological communities. The project is a multi-year initiative involving the development of housing, production spaces, and office spaces, as well as expanded cultural programming and public art projects. The first phase is for artist housing in the historic Quaker Hill neighborhood immediately adjacent to Downtown. Ground was broken this summer for the creation of seven one-bedroom live/work condominium units and three single-family homes.

In the fall of 2015, a new Residence Inn Marriott hotel will be developed at the northern edge of the Downtown district, close to the beautiful Brandywine River. This \$11 million project will convert a 67,000 square foot building that has been vacant for over a decade into 97 extended-stay hotel rooms.

### **The Christina Riverfront**

The newest building on the Riverfront is the Residences at Harlan Flats, a five-story, 116-unit market-rate residential building that opened for leasing in December of 2014. The \$20 million project features one- and two-bedroom apartments with balconies, river views, and an outdoor pool and terrace that are already more than 60% occupied. The construction phase generated 80 construction jobs and \$200,000 in one-time City revenues. Annually, it is expected to bring in \$175,000 in recurring revenue. This project represents the second of three phases of the 20-acre Justison Landing redevelopment site. There remain two approved mixed-use development sites still available for future economic development opportunities.

The new 180-room Westin Hotel opened its doors adjacent to the Chase Center on the City's Riverfront in April of 2014. The project sits at the southern gateway to Wilmington, and features cutting-edge architecture and interior design. Surrounding the Westin are Wilmington's many Riverfront attractions, such as the Blue Rocks stadium; the Shipyard Shops; the Delaware Children's Museum; and a multitude of dining options, including Harry's Seafood Grill, Iron Hill Brewery, Big Fish, Joe's Crab Shack, Firestone, Timothy's, and Kooma.

The addition of this full-service hotel to Wilmington has attracted guests who previously lodged outside of the City, as well as helped increase the Chase Center's stature as a premier regional conference destination. The \$40 million dollar project brought 150 construction jobs to Wilmington between 2012 and 2014. The Westin currently employs 100 people, and generates \$260,000 annually in lodging and wage tax revenues for the City's General Fund.

The Delaware Department of Transportation has completed land acquisition, environmental permitting, and designing for a new multimodal Christina River bridge crossing. In planning since 2008, this \$40 million project will connect the east side of the Christina River to Wilmington's Riverfront attractions on the west side and provide better access to I-95, I-495, and US Route 13. In addition to vehicular traffic, the bridge will carry bicycles and pedestrians, and create a greenway connection from the east bank of the Christina to the City's Riverwalk, the Peterson Urban Wildlife Refuge, and the Dupont Environmental Education Center. Construction of the bridge is scheduled to start in 2016.

### **Neighborhood Improvements**

Woodlawn Trustees, a 100 year-old foundation created by the Wilmington industrialist and philanthropist William Bancroft, broke ground in May 2015 on the first phase of a seven-phase, ten-year project that brings \$100 million dollars of investment to a traditionally working class neighborhood known as "The Flats". The project calls for the demolition of 430 obsolete residential units and their replacement with 450 new units that will maintain the historic feel and character of this neighborhood along the Bancroft Parkway.

A major new tool the City is in the process of creating will be known as the Neighborhood Conservancy & Land Bank (NCLB). Using NCLB, the City will be more aggressive, efficient, comprehensive, coordinated, transparent, and strategic in its effort to deal with vacancies and blight. Whether for public use or private development, vacant and abandoned parcels in the City will be more quickly converted into productive sites.

The City has also procured the services of The Reinvestment Fund, a national leader in the financing of neighborhood revitalization, to perform a market value analysis of Wilmington's real estate market. The analysis will be used to guide future investments to stabilize housing values and strengthen the local housing market.

### **Economic Development Planning Process**

In a joint press conference in the fall of 2014, the City of Wilmington and New Castle County announced their comprehensive economic development plans. Developed in coordination with the County plan, the City's Economic Development Strategic Action Plan outlines a number of recommendations to position Wilmington for long-term economic growth. In spring of 2015, the City Council adopted the plan, and OED is making presentations across the City to inform and gain support from the business community and the public as preparation is made to move into the implementation phase of the process.

### **Conclusion**

Strong hiring in the Finance and Insurance sector and declining unemployment are key indicators of Wilmington's economic recovery. Gains won through the Business Incentive Program demonstrate that Wilmington's business-friendly policies still meet the needs of the private sector and continue to draw investment. The continued transformation of the City's Downtown, Riverfront, and neighborhoods has generated activity, excitement, and a building sense of pride in Wilmington. Thoughtful, data-driven planning processes involving collaboration of the business community, non-profits, neighborhood groups, and government have set the course for future growth for Wilmington.



# EXHIBIT E



DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.

Geography: Wilmington city, Delaware

Subject	Number	Percent
<b>SEX AND AGE</b>		
Total population	70,851	100.0
Under 5 years	5,195	7.3
5 to 9 years	4,730	6.7
10 to 14 years	4,486	6.3
15 to 19 years	4,813	6.8
20 to 24 years	5,129	7.2
25 to 29 years	6,264	8.8
30 to 34 years	5,476	7.7
35 to 39 years	4,700	6.6
40 to 44 years	4,701	6.6
45 to 49 years	5,001	7.1
50 to 54 years	4,845	6.8
55 to 59 years	4,044	5.7
60 to 64 years	3,282	4.6
65 to 69 years	2,384	3.4
70 to 74 years	1,832	2.6
75 to 79 years	1,483	2.1
80 to 84 years	1,135	1.6
85 years and over	1,351	1.9
Median age (years)	34.3	(X)
16 years and over	55,501	78.3
18 years and over	53,588	75.6
21 years and over	50,636	71.5
62 years and over	10,034	14.2
65 years and over	8,185	11.6
<b>Male population</b>		
Under 5 years	2,589	3.7
5 to 9 years	2,385	3.4
10 to 14 years	2,272	3.2
15 to 19 years	2,449	3.5
20 to 24 years	2,581	3.6
25 to 29 years	3,051	4.3
30 to 34 years	2,717	3.8
35 to 39 years	2,311	3.3
40 to 44 years	2,245	3.2
45 to 49 years	2,359	3.3
50 to 54 years	2,306	3.3
55 to 59 years	1,884	2.7
60 to 64 years	1,496	2.1

Subject	Number	Percent
65 to 69 years	1,023	1.4
70 to 74 years	740	1.0
75 to 79 years	538	0.8
80 to 84 years	387	0.5
85 years and over	328	0.5
Median age (years)	32.4	( X )
16 years and over	25,936	36.6
18 years and over	24,984	35.3
21 years and over	23,450	33.1
62 years and over	3,835	5.4
65 years and over	3,016	4.3
Female population	37,190	52.5
Under 5 years	2,606	3.7
5 to 9 years	2,345	3.3
10 to 14 years	2,214	3.1
15 to 19 years	2,364	3.3
20 to 24 years	2,548	3.6
25 to 29 years	3,213	4.5
30 to 34 years	2,759	3.9
35 to 39 years	2,389	3.4
40 to 44 years	2,456	3.5
45 to 49 years	2,642	3.7
50 to 54 years	2,539	3.6
55 to 59 years	2,160	3.0
60 to 64 years	1,786	2.5
65 to 69 years	1,361	1.9
70 to 74 years	1,092	1.5
75 to 79 years	945	1.3
80 to 84 years	748	1.1
85 years and over	1,023	1.4
Median age (years)	36.1	( X )
16 years and over	29,565	41.7
18 years and over	28,604	40.4
21 years and over	27,186	38.4
62 years and over	6,199	8.7
65 years and over	5,169	7.3
RACE		
Total population	70,851	100.0
One Race	69,024	97.4
White	23,079	32.6
Black or African American	41,127	58.0
American Indian and Alaska Native	312	0.4
Asian	685	1.0
Asian Indian	215	0.3
Chinese	124	0.2
Filipino	82	0.1
Japanese	24	0.0
Korean	106	0.1
Vietnamese	28	0.0
Other Asian [1]	106	0.1
Native Hawaiian and Other Pacific Islander	10	0.0
Native Hawaiian	2	0.0
Guamanian or Chamorro	1	0.0
Samoan	5	0.0



Subject	Number	Percent
Other Pacific Islander [2]	2	0.0
Some Other Race	3,811	5.4
Two or More Races	1,827	2.6
White; American Indian and Alaska Native [3]	58	0.1
White; Asian [3]	107	0.2
White; Black or African American [3]	594	0.8
White; Some Other Race [3]	263	0.4
Race alone or in combination with one or more other races: [4]		
White	24,233	34.2
Black or African American	42,426	59.9
American Indian and Alaska Native	808	1.1
Asian	886	1.3
Native Hawaiian and Other Pacific Islander	87	0.1
Some Other Race	4,377	6.2
HISPANIC OR LATINO		
Total population	70,851	100.0
Hispanic or Latino (of any race)	8,788	12.4
Mexican	3,060	4.3
Puerto Rican	4,404	6.2
Cuban	116	0.2
Other Hispanic or Latino [5]	1,208	1.7
Not Hispanic or Latino	62,063	87.6
HISPANIC OR LATINO AND RACE		
Total population	70,851	100.0
Hispanic or Latino	8,788	12.4
White alone	3,309	4.7
Black or African American alone	957	1.4
American Indian and Alaska Native alone	154	0.2
Asian alone	37	0.1
Native Hawaiian and Other Pacific Islander alone	6	0.0
Some Other Race alone	3,674	5.2
Two or More Races	651	0.9
Not Hispanic or Latino	62,063	87.6
White alone	19,770	27.9
Black or African American alone	40,170	56.7
American Indian and Alaska Native alone	158	0.2
Asian alone	648	0.9
Native Hawaiian and Other Pacific Islander alone	4	0.0
Some Other Race alone	137	0.2
Two or More Races	1,176	1.7
RELATIONSHIP		
Total population	70,851	100.0
In households	67,625	95.4
Householder	28,615	40.4
Spouse [6]	6,724	9.5
Child	19,765	27.9
Own child under 18 years	13,542	19.1
Other relatives	7,128	10.1
Under 18 years	3,289	4.6
65 years and over	481	0.7
Nonrelatives	5,393	7.6
Under 18 years	313	0.4
65 years and over	193	0.3
Unmarried partner	2,536	3.6
In group quarters	3,226	4.6

Subject	Number	Percent
Institutionalized population	2,324	3.3
Male	1,891	2.7
Female	433	0.6
Noninstitutionalized population	902	1.3
Male	602	0.8
Female	300	0.4
HOUSEHOLDS BY TYPE		
Total households	28,615	100.0
Family households (families) [7]	15,398	53.8
With own children under 18 years	7,162	25.0
Husband-wife family	6,724	23.5
With own children under 18 years	2,538	8.9
Male householder, no wife present	1,589	5.6
With own children under 18 years	707	2.5
Female householder, no husband present	7,085	24.8
With own children under 18 years	3,917	13.7
Nonfamily households [7]	13,217	46.2
Householder living alone	10,892	38.1
Male	4,650	16.3
65 years and over	1,055	3.7
Female	6,242	21.8
65 years and over	2,450	8.6
Households with individuals under 18 years	8,794	30.7
Households with individuals 65 years and over	6,540	22.9
Average household size	2.36	( X )
Average family size [7]	3.18	( X )
HOUSING OCCUPANCY		
Total housing units	32,820	100.0
Occupied housing units	28,615	87.2
Vacant housing units	4,205	12.8
For rent	1,798	5.5
Rented, not occupied	62	0.2
For sale only	415	1.3
Sold, not occupied	131	0.4
For seasonal, recreational, or occasional use	110	0.3
All other vacants	1,689	5.1
Homeowner vacancy rate (percent) [8]	2.9	( X )
Rental vacancy rate (percent) [9]	10.7	( X )
HOUSING TENURE		
Occupied housing units	28,615	100.0
Owner-occupied housing units	13,656	47.7
Population in owner-occupied housing units	32,043	( X )
Average household size of owner-occupied units	2.35	( X )
Renter-occupied housing units	14,959	52.3
Population in renter-occupied housing units	35,582	( X )
Average household size of renter-occupied units	2.38	( X )

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six

percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.

# EXHIBIT F

## Comparable City Analysis

Inventory ID	Municipality/City	State	No. of Councilmembers	Citywide Population	Population Per District	Job Descriptions	Salary	Part or Full Time	Budget (2016 / 2017)	Land Area (sq. Mi.)
IN0001	Chester	Pennsylvania	5 Councilmembers	33,972 Citywide	5-7,000 Constituents	Respond to constituent needs and complaints;				
IN0002	Baltimore	Maryland	15 Councilmembers	621,849 Citywide	35-44,000 Constituents	analyze the City's budget and make recommendations thereon to the City Council	\$40K-\$50K	part time	\$48,039,841	6.0 sq mi (15.5 km <sup>2</sup> )
IN0003	New Britain	Connecticut	15 Councilmembers	73,206 Citywide	3-5,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations to Council.	\$40K-\$75K	full time	\$1,770,853,247	80.9 sq mi (210 km <sup>2</sup> )
IN0004	San Angelo	Texas	6 Councilmembers	98,975 Citywide	10-20,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations to Council.	Yr Stipend \$53500	part time	\$220,700,000	13.4 sq mi (34.7 km <sup>2</sup> )
IN0005	Trenton City	New Jersey	7 Councilmembers	84,034 Citywide	9-13,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations to Council.	Yr Stipend \$300	part time	46,600,000	58.2 sq mi (150.9 km <sup>2</sup> )
IN0006	Scranton City	Pennsylvania	5 Councilmembers	75,281 Citywide	12-15,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations to Council.	\$20K-\$24K	part time	161,34,1092.85	7,648 sq mi (19,809 km <sup>2</sup> )
IN0008	Richmond	Virginia	9 Councilmembers	220,289 Citywide	19-25,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations to Council.	\$12K (Flat) a year	part time	\$27.60	25.23 sq mi (65.33 km <sup>2</sup> )
IN0009	Cherry Hill	New Jersey	7 Councilmembers	71,417 Citywide	8-11,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations to Council.	12K-16K	part time	\$1,622,692,233 (2015)**	60.1 sq mi (156 km <sup>2</sup> )
IN0010	Reading	Pennsylvania	7 Councilmembers	98,976 Citywide	12-14,000 Constituents	Represent the community to other levels of government; analyze the City's budget and make recommendations to Council.	N/A	part time	68,175,192.43	24,097 sq mi
IN0011	Providence	Rhode Island	15 Councilmembers	178,042 Citywide	10-12,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations to Council.	N/A	full time	76,314,326	9.9 sq mi (25.6 km <sup>2</sup> )
IN0012	Memphis	Tennessee	13 Councilmembers	646,889 Citywide	48-50,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations thereon to Council.	\$18-21K	part time	62,900,000	18.5 sq mi (48 km <sup>2</sup> )
IN0013	Charlotte	North Carolina	12 Councilmembers	809,958 Citywide	66-67,500 Constituents	appointing the city manager, city attorney, city clerk and members of various boards and commissions enacting ordinances	\$20K - \$30K	part time	\$658,055,168	315.1 sq mi (816.0 km <sup>2</sup> )
IN0014	Norfolk	Virginia	7 Councilmembers	245,428 Citywide	30-35,000 Constituents	Respond to constituent needs and complaints; analyze the City's budget and make recommendations thereon to the City Council.	\$30K-\$40K	full time	1,147,873,274	297.7 sq mi (771 km <sup>2</sup> )
IN0015	Boston	Massachusetts	13 Councilmembers	667,137 Citywide	50-52,000 Constituents	approving the city budget; monitoring, creating, and abolishing city agencies; making land use decisions etc.	\$20-30K	part time	\$72,785,784	140 km <sup>2</sup> (54 sq mi)
IN0016	Wilmington	Delaware	13 Councilmembers	70,851 Citywide	5-6,000 Constituents	Respond to constituent concerns and hold committee leadership positions, at-large members tend to focus on committee c	\$99.3K	full time	\$2,841,335,817.00	48.42 sq mi (125.41 km <sup>2</sup> )
							\$28-35K	part time	\$239,678,750 (2017)	10.9 sq mi.

Note: \*\* Biennial Budget

Sources: A) Budget B) Job Description C) Salary

IN0001	IN0015
IN0002	IN0016
IN0003	
IN0004	
IN0005	
IN0006	
IN0008	
IN0009	
IN0010	
IN0011	
IN0012	
IN0013	
IN0014	

# EXHIBIT G

CITY	STATE	POPULATION	TOTAL # ON COUNCIL	NOTE:
Camden	NJ	77,665	7	Four Wards and 3 At-Large , Council selects Council President among the seven
Decatur	IL	76,131	7	Mayor is presiding officer at all City Council Meeting plus 6 Elected Council Members
Scranton	PA	76,118	5	Five Council Member one selected by Council as President
Kalamazoo	MI	74,792	7	Mayor plus Six City Commissioners
Canton	OH	72,914	13	Council President, Three Members At-Large and Nine Ward Council Members
<b>Wilmington</b>	<b>DE</b>	<b>72,088</b>	<b>13</b>	Council President, 8 Council Districts and 4 At-Large
Passaic	NJ	70,237	7	Council President and six Council Members
Mount Vernon	NY	68,146	5	Five Council members all elected at-large, one is selected Council President by the Council
Youngstown	OH	66,567	8	Council President and 7 Wards
Jackson	TN	65,785	10	Mayor is President of Council plus 9 Districts, each elected and representing unique districts
Fort Myers	FL	64,379	7	Mayor is President of Council and 6 Wards, each elected and representing unique districts

# EXHIBIT H



**Draft Internal Working Document**

Relative Salary & Benefit Costs - City Council	Council			President		Finance	
	Member	Council	Pro-Tempore	Chairman	Chairman	Chairman	Chairman
Salary	\$28,205	\$35,650	\$32,030				\$33,150
Pension	\$2,115	\$2,528	\$2,402				\$2,486
FICA	\$1,629	\$2,178	\$1,941				\$2,184
MED Tax	\$381	\$509	\$454				\$511
Healthcare (Medical & Dental)	\$27,505	\$27,505	\$27,505				\$27,505
Life Ins	\$164	\$207	\$186				\$192
Pension Healthcare	\$3,000	\$3,000	\$3,000				\$3,000
<b>Total Salary &amp; Benefits</b>	<b>\$62,999</b>	<b>\$71,577</b>	<b>\$67,518</b>				<b>\$69,028</b>

Assumption: Assume all has family plan for healthcare cost, figures from FY2018 Budget

Other Relative Cost - City Council	Council			President		Finance	
	Member	Council	Pro-Tempore	Chairman	Chairman	Chairman	Chairman
Office Supplies (pp per year)	\$110	\$110	\$110				\$110
Food/Beverages (pp per year)	\$500	\$500	\$500				\$500
Cellphone (pp per year)	\$500	\$500	\$500				\$500
Motor Vehicle (maintenance,gas,parking gate card,etc.) (per year)	\$0	\$9,454	\$0				\$9,454
<b>Total Other Costs</b>	<b>\$1,110</b>	<b>\$10,564</b>	<b>\$1,110</b>				<b>\$10,564</b>

Assumptions: assume all Council Members have a cell phone, assumes both President & Finance Chairman has a city-vehicle, President oversee grant funds for City Council.

Please note that grant funds are not listed because those funds will exist based upon the dynamics of the community, and is not part of cost to be a Council Member, and likewise for Council staff.

**Fund 101 - General Fund Dept./Div. 120 - City Council / Legislative**

Fund / Div / Char / Account	FY '14 Actual	FY '15 Actual	FY '16 Orig. Budget	FY '16 Actual	FY '17 Orig. Budget	FY '17 YTD Actual	FY '18 Prop. Budget	Dollar Increase or (Decrease) *	Percent Change *
101 120 51101 Regular Salaries	388,346	378,313	384,950	388,193	375,350	307,240	382,880	7,530	2.0
101 120 51125 Health Cash Back	0	9,220	0	7,320	7,200	5,420	4,560	(2,640)	-36.7
101 120 511** Salaries and Wages	388,346	385,533	384,950	395,513	382,550	312,660	387,440	4,890	1.3
101 120 51501 Pension Contribution	15,991	16,595	15,668	16,132	13,139	12,536	13,348	209	1.6
101 120 51502 Social Security	23,382	22,748	22,831	23,174	22,366	18,381	22,188	(178)	-0.8
101 120 51503 Medicare Tax	5,469	5,320	5,339	5,420	5,231	4,299	5,189	(42)	-0.8
101 120 51504 Hospitalization	127,096	158,806	128,915	184,603	186,331	125,516	260,064	93,733	58.4
101 120 51505 Life Insurance	2,186	2,186	2,174	2,194	2,174	1,763	2,225	51	2.3
101 120 51508 Pension-Healthcare	26,302	29,784	32,500	33,068	35,100	25,781	39,000	3,900	11.1
101 120 51514 State Pension Plan-Genbiweekly	12,149	11,510	11,068	10,871	11,708	11,097	14,528	2,820	24.1
101 120 515** Employee Benefits	212,576	244,948	218,495	275,462	256,049	199,353	358,642	100,493	39.2
<b>101 120 Acct Group Total: Personal Services</b>	<b>600,921</b>	<b>630,481</b>	<b>603,445</b>	<b>670,975</b>	<b>638,599</b>	<b>512,013</b>	<b>743,982</b>	<b>105,383</b>	<b>16.5</b>
101 120 52101 Printing	4,465	2,895	4,500	1,885	4,500	1,920	4,500	0	0.0
101 120 521** Printing and Advert.	4,465	2,895	4,500	1,885	4,500	1,920	4,500	0	0.0
101 120 52302 Travel And Substantance	13,122	9,370	0	10,126	0	5,416	5,000	5,000	100.0
101 120 523** Transportation	13,122	9,370	0	10,126	0	5,416	5,000	5,000	100.0
101 120 52504 Parking Fees	600	0	1,000	400	1,000	900	1,000	0	0.0
101 120 52506 Rentals-N.O.C	0	0	0	267	0	0	0	0	0.0
101 120 525** Rentals	600	0	1,000	667	1,000	900	1,000	0	0.0
101 120 52701 Consultants	5,279	0	0	0	0	2,925	0	0	0.0
101 120 52721 Organization Cost	0	0	0	0	0	30,030	0	0	0.0
101 120 527** Professional Fees	5,279	0	0	0	0	32,955	0	0	0.0
101 120 52901 Subscriptions/Books	813	223	1,000	505	1,000	85	1,000	0	0.0
101 120 52902 Registrations Fees	1,505	5,438	1,500	3,320	1,500	3,450	1,500	0	0.0
101 120 52903 Business Meetings	9,772	7,894	6,000	5,462	8,000	714	6,000	0	0.0
101 120 52905 Memberships	3,500	3,716	3,500	3,500	3,500	532	4,700	1,200	34.3
101 120 529** Memberships and Reg.	15,590	17,271	12,000	12,777	12,000	4,781	13,200	1,200	10.0
101 120 53108 Miscellaneous Charges-N.O.C	0	0	0	77	0	0	0	0	0.0
101 120 531** Miscellaneous Services	0	0	0	77	0	0	0	0	0.0
101 120 53201 Stationery And Supplies	1,144	1,613	1,500	447	1,500	540	1,500	0	0.0
101 120 532** Office and Gen. Supplies	1,144	1,613	1,500	447	1,500	540	1,500	0	0.0
101 120 53403 Food	12,058	9,158	10,000	13,569	10,000	8,808	10,792	792	7.9
101 120 53407 Trophies/Awards/Gifts	5,136	5,878	7,000	0	7,000	711	7,000	0	0.0
101 120 534** Misc. Mat., Supp., and Parts	17,195	15,036	17,000	13,569	17,000	9,519	17,792	792	4.7
101 120 54101 Furn, Fix, & Office Equipment	324	290	500	0	500	0	500	0	0.0
101 120 541** Equipment	324	290	500	0	500	0	500	0	0.0
101 120 54605 Miscellaneous Projects	239,550	244,720	250,000	239,842	250,000	238,350	135,000	(115,000)	-46.0
101 120 54608 Community Services	58,320	19,244	40,000	45,160	40,000	20,916	40,000	0	0.0
101 120 54609 Community Paid Activities	10,000	10,000	10,000	9,800	10,000	6,650	10,000	0	0.0
101 120 54621 Grants To Agencies	20,126	28,770	24,000	26,915	24,000	12,791	24,000	0	0.0
101 120 54622 Grants-Scholarship Program	78,634	80,992	72,000	68,775	72,000	68,725	72,000	0	0.0
101 120 546** Community Activities	406,630	383,726	396,000	390,492	396,000	347,432	281,000	(115,000)	-29.0
<b>101 120 Acct Group Total: MS&amp;E</b>	<b>484,349</b>	<b>430,201</b>	<b>432,500</b>	<b>430,040</b>	<b>432,500</b>	<b>403,463</b>	<b>324,492</b>	<b>(108,008)</b>	<b>-25.0</b>
101 120 55101 Duplication And Reproduction	18,973	8,457	9,361	11,973	9,595	6,564	8,895	(700)	-7.3
101 120 55102 Postage	4,831	3,006	14,393	1,864	14,753	650	13,838	(915)	-6.2
101 120 55103 Telephone	10,861	21,869	12,593	25,860	11,488	0	11,132	(356)	-3.1
101 120 55105 Data Processing	62,564	63,277	79,299	64,192	81,328	60,996	78,644	(2,684)	-3.3
101 120 55106 Word Processing	13,328	3,836	35,204	3,232	36,084	5,570	26,341	(9,743)	-27.0
101 120 55108 Motor Vehicle Costs	4,586	13,300	0	18,908	0	0	0	0	0.0
101 120 55109 Mapping And Graphics	10,884	6,261	9,823	3,284	10,069	5,657	9,374	(895)	-6.9
101 120 55123 General Liability	16,848	23,558	9,213	2,979	9,443	7,082	9,443	0	0.0
101 120 55125 Workers Compensation Costs	2,586	3,947	2,759	2,202	2,864	2,148	2,864	0	0.0
101 120 551** Int. Serv. Chargeback.	145,261	147,511	172,644	134,492	175,624	88,668	160,531	(15,093)	-8.6
<b>101 120 Acct Group Total: Internal Services</b>	<b>145,261</b>	<b>147,511</b>	<b>172,644</b>	<b>134,492</b>	<b>175,624</b>	<b>88,668</b>	<b>160,531</b>	<b>(15,093)</b>	<b>-8.6</b>
101 120 55601 Bond - Principal Payments	321	490	376	376	414	414	480	46	11.1
101 120 55602 Bond - Interest Payments	318	326	288	288	269	140	247	(22)	-8.2
101 120 556** Debt Service	639	816	664	664	683	554	707	24	3.5

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Updated on 5/11/2017 at  
5:49:14PM

Projection 18501 (Approved FY 2018) / Level 5  
Included: Funds 101, 421, 501, 502, 503, 504, 505, 506, 607, 514, 515, 517, 682, 683, 684, 685, 686, 233, 681  
Excluded: Fund 000; Depts/Divs 00\*, 9\*; Accounts Default, 575\*, 5561\*

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**Fund 101 - General Fund      Dept./Div. 120 - City Council / Legislative**

Fund / Div / Char / Account			FY '14 Actual	FY '15 Actual	FY '16 Orig. Budget	FY '16 Actual	FY '17 Orig. Budget	FY '17 YTD Actual	FY '18 Prop. Budget	Dollar Increase or (Decrease) *	Percent Change *
101	120	Acct Group Total: Debt Service	639	816	664	664	683	554	707	24	3.5
101	120	5*** Legislative - Division Total	1,211,169	1,209,010	1,209,253	1,236,172	1,247,408	1,004,898	1,229,712	(17,694)	-1.4

**Projection 18501 (Approved FY 2018) / Level 5**

Included: Funds 101, 421, 501, 502, 503, 504, 505, 506, 507, 514, 515, 517, 682, 683, 684, 685, 686, 233, 681  
 Excluded: Fund 000; Depts/Divs 00\*, 9\*; Accounts Default, 575\*, 5561\*

Fund 101 - General Fund		Dept./Div. 127 - City Council / Other Special Purpose								
Fund / Div / Char / Account		FY '14 Actual	FY '15 Actual	FY '16 Orig. Budget	FY '16 Actual	FY '17 Orig. Budget	FY '17 YTD Actual	FY '18 Prop. Budget	Dollar Increase or (Decrease) *	Percent Change *
101 127 54608	Community Services	15,430	20,700	22,000	18,170	22,000	8,278	122,000	100,000	454.5
101 127 54621	Grants To Agencies	10,434	5,000	4,000	3,800	4,000	15,650	4,000	0	0.0
101 127 54622	Grants-Scholarship Program	6,000	7,050	6,000	9,900	6,000	9,300	6,000	0	0.0
101 127 546**	Community Activities	31,864	32,750	32,000	31,870	32,000	33,228	132,000	100,000	312.5
101 127	Acct Group Total: MS&E	31,864	32,750	32,000	31,870	32,000	33,228	132,000	100,000	312.5
101 127 57804	Other Special Purpose	19,052	18,057	19,000	18,512	19,000	13,864	19,000	0	0.0
101 127 578**	Special Purpose	19,052	18,057	19,000	18,512	19,000	13,864	19,000	0	0.0
101 127	Acct Group Total: Other / Special Purpose	19,052	18,057	19,000	18,512	19,000	13,864	19,000	0	0.0
101 127 5****	Other Special Purpose - Division Total	50,916	50,807	51,000	50,382	51,000	47,092	151,000	100,000	196.1