

City of Milford



CITY COUNCIL AGENDA

Monday, April 9, 2018

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

7:00 P.M.

WORKSHOP SESSION

Review/Ordinance 2018-08/Chapter 55/Personnel Policy Manual*

COUNCIL MEETING

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

Monthly Police Report

Monthly City Manager Report

Monthly City Finance Report

Committee & Ward Reports

Communication & Correspondence

Unfinished Business

City Manager 2018 Goals

Adoption/Ordinance 2018-08/Chapter 55/Personnel ©

New Business

Introduction/Ordinance 2018-05/Milford Commons Partnership/Conditional Use

Introduction/Ordinance 2018-06/Liborio Watergate LLC Revised/Conditional Use &
Preliminary Major Subdivision

Introduction/Ordinance 2018-12/Milford Ponds LLC Revised/Conditional Use &
Revised Preliminary Subdivision
Certification/2018 City of Milford Voter Registration List
Adoption/Resolution 2018-06/Sidewalk Waiver 523 S Washington Street

Executive Session

Motion to Recess into Executive Session
{Pursuant to 29 Del. C. 29 §10004 (b)(9) Personnel Matters}
{Pursuant to 29 Del. C. 29 §10004 (b)(4) Collective Bargaining Matters}

Return to Open Session
{Performance Evaluations (Council Appointees)}
{Teamsters Negotiations}

Adjourn

Ⓢ *Public Comment, up to three minutes per person, will be accepted.*

All items on the Council Meeting or Public Hearing Agendas are subject to a potential vote.

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

012618 020618 032318 032718 032818 040218 *040718 Agenda Items Rearranged & One Item Removed

CITY OF MILFORD
EMPLOYEE POLICY MANUAL

Table of Contents

NOTE: Policies and procedures referenced, but not contained within this manual can be obtained from your supervisor, Department Director or the Human Resources Office.

General Provisions

1. Purpose

The purpose of this manual is to set forth the policies and procedures that will be followed by the City of Milford in the administration of its Human Resources program. The City's policies and procedures are intended to establish an efficient, equitable and functional system of Human Resources administration based on merit principles which govern employee selection, promotion, transfer, layoff, dismissal, discipline and other conditions of employment.

The information contained in the City of Milford Employee Policy Manual has been prepared as a guide to general human resource methods at the City of Milford. If anything has been stated that is different from actual provisions of benefit plan documents, the actual provisions will govern.

No employee manual can anticipate every circumstance or questions about policy. As the City continues to grow, the need may arise to change policies and procedures contained in the manual. The City of Milford, therefore, reserves the right to revise, supplement or rescind any policies or portion of the manual, from time to time, at the City's discretion for any reason, with or without notice. The policies and statements contained in the manual, as in other provisions that may be modified or added from time to time, are not direct or implied contractual commitments between the City of Milford and its employees with respect to duration of employment, level of compensation, or any other terms or conditions that are a part of the employment relationship. It does not promise that the policies mentioned will be applicable in any given instance.

For those who are at-will employees, the policy manual does not change the employment-at-will relationship in any way. Employees, who fall under the provisions of an executed Collective Bargaining Agreement shall be guided by relevant provisions regarding the employment relationship.

The policy manual is not an employment contract and does not provide any enforceable contractual rights to the employee with respect to his/her terms or conditions of employment. Neither these guidelines, nor any written or oral policies, practices nor procedures, which may develop from these guidelines, create either an express or implied employment contract.

2. Scope

This manual is prepared for all employees of the City of Milford. For employees who are covered under collective bargaining agreements (CBA), the provisions in those agreements/documents will prevail, if and when there is conflict between this manual and a CBA. Specific department rules and standard operating procedures that have been reviewed and approved by the Appointing Authority will also prevail (see section 4 below).

3. Administration and Approval

The City's Appointing Authorities (or his/her designee), shall be responsible for the overall administration of these policies and procedures, the City's Human Resources Administrator shall serve as the Appointing Authority's designee, for questions on any of the policies and procedures that are part of or referenced by this manual. City Council approval may be required for some of the policies referenced herein.

4. Department Policies and Procedures

Individual Department Directors have the right to establish certain policies and procedures that are unique to the department, and if reviewed and approved by the Appointing Authority, they are given the same weight as if they were contained in this manual.

Responsibilities for Managing Information and Serving the Public

1. Contact with the Public

The City of Milford's employees will, at all times, treat the residents of Milford and the general public with patience, courtesy, dignity and respect.

Beyond acts that are obviously illegal and/or unethical, any behavior that is not conducive to properly and effectively serving the citizens of Milford is prohibited and may be subject to corrective action.

In addition, the City of Milford and its employees will make every effort in dealings with the general public to make reasonable accommodations for persons with disabilities.

While employees are encouraged to be helpful and courteous to the public, responses to requests for information should comply with the *City's Public Records Policy*, which is available in the City's Clerk's Office. Questions about the City's policy should be referred to the employee's supervisor.

2. Contact with City Council

All employees are expected to respond to requests from City Council through the appropriate Appointing Authority in a timely manner.

Neither City elected officials nor Commission members can act directly to resolve employee concerns or issues. Thus, employees are encouraged to use steps under the section covering *Grievance* of this manual to address and resolve issues and concerns.

3. Contact with the Media

Representatives of the media who are seeking information or opinions concerning pending legislation, litigation, or other matters of apparent interest to the general public may contact City of Milford employees from time to time. Any requests for non-routine information from media representatives must be immediately referred to the appropriate Department Director and be reported to the Appointing Authority. It is important that the media be provided accurate and timely information. Accordingly, in the context of City government business, employees should not initiate contact with the media unless assigned as his/her responsibility by an Appointing Authority.

4. Release of Information and Public Records

It is the policy of the City of Milford that openness leads to better informed citizens, which leads to better government and better public policy. The City of Milford policies and practices regarding release of information and public records adhere to the State of Delaware Public Records Law; Freedom of Information Act (FOIA) and employees receiving requests for public records should refer and adhere to the City's *Public Records Policy*.

All requests for information regarding the plans or business affairs of the City, or the personal and/or business affairs of its employees, except routine matters relating to day-to-day operations, shall be immediately referred to the Department Director or Appointing Authority. Employees are prohibited from releasing such information without specific authorization of the Appointing Authority, Department Director or as may be authorized by departmental policies and procedures.

Employment Policies and Procedures

1. Equal Employment Policies

The City of Milford's policy is to employ and treat all employees and employment applicants without discrimination on the basis of race, creed, color, religion, citizenship status, gender, age, national origin, ancestry, disability, sexual orientation, gender identity or expression, marital status, pregnancy, military veteran status, political beliefs or affiliation, genetic history, or other characteristic protected by law. These protections apply to all areas of employment, including recruitment, hiring, training and development, promotion, transfer, dismissal, layoff, compensation, benefits, social and recreational programs.

Questions and concerns should be addressed to the employee's supervisor, Department Director, or to the Human Resources Administrator, who serves as the City of Milford's EEO compliance officer.

2. Accommodations for Persons with Disabilities

It is the policy of the City to comply with all the relevant and applicable provisions of the Americans with Disabilities Act and corresponding state and local laws. The City does not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person's physical or mental disability.

A person with a disability who believes that he or she may require an accommodation should contact the Human Resources Administrator, who will work with the individual in an interactive manner in order to assess a needs-based accommodation.

3. Anti-Harassment

A. Purpose

The City strives to maintain a workplace that fosters mutual employee respect and promotes harmonious, productive working relationships. Our organization believes that harassment in any form constitutes misconduct that undermines the integrity of the employment relationship. Therefore, the City is committed to a work environment which is free of harassment (which includes harassment based on gender, gender identity, pregnancy, childbirth, or related medical conditions), as well as harassment based on such factors as race, color, creed, national origin, ancestry or citizenship, age, physical or mental disability, marital status, genetic history, or any other categories protected by law.

The City disapproves of and will not tolerate harassment of employees by managers, supervisors, or coworkers. Similarly, the City will not tolerate harassment by its employees of non-employees with whom its employees have a business, service or professional relationship. The City also will attempt to protect employees from harassment by non-employees in the workplace.

B. Harassment Defined

Harassment includes verbal, physical, and visual conduct that creates an intimidating, offensive, or hostile working environment that interferes with an employee's work performance. Such conduct constitutes harassment when:

- Submission to the conduct is made either an explicit or implicit condition of employment;
- Submission to or rejection of the conduct is used as the basis for an employment decision; or
- The harassment has the purpose or effect of interfering with an employee's work performance or creates an intimidating, hostile, or offensive work environment.

1. Examples of Harassing Conduct

Harassing conduct can take many forms and includes, but is not limited to, the following: slurs, jokes, statements, gestures, assault, impeding or blocking another's movement or otherwise physically interfering with normal work, pictures, drawings, or cartoons based upon an employee's sex, race, color, national origin, religion, age, physical disability, mental disability, medical condition, ancestry, marital status, sexual orientation, gender, gender identity, or physical appearance.

2. Examples of Sexually Harassing Conduct

Sexually harassing conduct in particular includes all of these prohibited actions as well as other unwelcome conduct, such as: unwelcome sexual flirtations, advances, or propositions; verbal abuse of a sexual nature; subtle pressure or requests for sexual activities; unnecessary touching of an individual; graphic comments about an individual's body; a display in the workplace of

sexually suggestive objects or pictures; sexually explicit or offensive jokes; or physical assault. Sexually harassing conduct can be by a person of either the same or opposite sex.

C. Reporting & Investigating Harassing Conduct

The City understands that victims of harassment are often embarrassed and reluctant to report acts of harassment for fear of being blamed, concern about being retaliated against, or because it is difficult to discuss sexual matters openly with others. But no employee should have to endure harassing conduct and the City therefore requires employees to promptly report any incidents of harassment so that corrective action may be taken.

1. Reporting Harassment

Any incidents of harassment, including work-related harassment by any personnel or any other person, must be reported immediately to the employee's supervisor or Department Director. An employee is not required to complain to that person if that person is the individual who is harassing the employee but may instead report the harassment to any other member of management. Supervisors and managers who receive complaints or who observe harassing conduct must immediately inform the Department Director or Appointing Authority or other appropriate City official so that an investigation may be initiated.

2. Investigating Harassment

Every reported complaint of harassment will be investigated thoroughly and promptly. Typically, the investigation will include the following steps: (1) an interview of the employee who lodged the harassment complaint to obtain complete details regarding the alleged harassment; (2) interviews of anyone who is alleged to have committed the acts of harassment to respond to the claims; and (3) interviews of any employees who may have witnessed or who may have knowledge of the alleged harassment.

The investigating City official will notify the complainant of the results of the investigation. The investigation will be handled in as confidential a manner as possible consistent with a full, fair, and proper investigation.

D. Corrective Action

The City will not tolerate retaliation against any employee for making a complaint of harassment or for cooperating in an investigation. If harassment or retaliation is established, the City will take corrective action. Corrective action may include, for example: training, referral to counseling, or disciplinary action ranging from verbal or written warnings to termination of employment, depending on the circumstances.

E. Non-Retaliation

The City's mission can only be accomplished in an environment that promotes integrity, honesty and open communication which is free from any form of discrimination, harassment or retaliation. Retaliation by part of management and/or employees against any employee for reporting of any real or perceived incident involving alleged discrimination or harassment or unethical, illegal in good faith, unsafe conduct, or for participating in the investigation of any such allegations are not be tolerated.

4. Pregnancy Notice

The Delaware Discrimination in Employment Act prohibits discrimination against any employee based on pregnancy, childbirth, or related condition, including, but not limited to, lactation. If you believe that you have been subjected to pregnancy discrimination or harassment, please inform a member of management as soon as reasonably possible. The company is committed to providing a workplace free of discrimination and harassment and will take prompt action to investigate and address any such allegations.

The Delaware Discrimination in Employment Act also entitles employees to reasonable accommodation of known limitations related to pregnancy, childbirth, and related conditions, provided that the accommodation does not impose an undue hardship on the company. An employee need not be disabled to request a reasonable accommodation related to pregnancy, childbirth, or a related condition(s). If you suffer from a limitation that prevents you from performing the essential duties of your job, please inform your supervisor promptly so that we can begin the process of identifying a reasonable accommodation. Employees are encouraged to request a reasonable accommodation as soon as possible before performance problems arise.

5. Methods of Appointment

City vacancies shall be filled either by original appointment, promotion, reassignment, transfer, demotion, or re-employment, and shall require submission of an application. Police officers, except as provided otherwise by ordinance of City Council, are competitive class positions and those positions shall be filled by competitive testing.

In the event that a vacancy must be filled immediately, the Appointing Authority may make an interim, temporary appointment, for a period of no longer than ninety (90) days; additional periods of temporary appointment, not to exceed ninety (90) days, may be granted only through written agreement and approval of the Appointing Authority. During the period of such interim appointment, the recruitment and selection processes will proceed (refer to *Recruitment Guidelines* document).

No person shall hold more than one City of Milford position at the same time without prior approval of both Department Heads (if applicable) and the respective Appointing Authority(ies).

6. Types of Appointments

Employees shall be appointed to one of the following classifications in consultation with the respective Appointing Authority or the Human Resources Administrator:

(a) Regular full-time: A position which requires working a full department schedule per week, which is generally between thirty (30) and forty (40) hours per week. Regular full-time positions will be classified as either FLSA exempt (salaried) or FLSA non-exempt (hourly), depending on their job duties, in accordance with the Fair Labor Standards Act. These positions may or may not fall under provisions of one of the City's collective bargaining agreements.

(b) Regular part-time: A position which requires consistently working a part-time schedule, which is generally between twenty (20) hours, but less than thirty (30) hours per week and which is not classified as an intermittent, seasonal or special classification. Regular part-time

employees will be classified as either FLSA exempt (salaried) or FLSA non-exempt (hourly), depending on their job duties, in accordance with the Fair Labor Standards Act.

(c) Intermittent/Seasonal/Special: A position which requires working either a full-time, part-time or variable schedule, and requires working to complete special projects where additional resources are required, to cover fluctuations in work, to fill vacancies for employees absent from the workplace or to fill other employment needs that may arise. Intermittent/Seasonal/Special positions may be classified as either FLSA exempt (salaried) or FLSA non-exempt (hourly), and may be paid on various pay schedules, including piece rate, depending on their job duties, in accordance with the Fair Labor Standards Act. Volunteers and contracted temporary agency workers do not qualify as any type of City employment.

All required payroll forms must be completed, along with employee orientation administered by the Human Resources Administrator, at the start of employment with the City.

In situations where an employee retirement or resignation can be anticipated or planned for, a position may be filled, with the approval of the Appointing Authority, up to several months early to allow for education and training for the individual replacing the departing employee.

7. Present Employee Consideration

When a City position becomes vacant, the City may initiate both internal and external recruitment processes simultaneously to find the best candidate to fill the vacant position. If, in the determination of the Appointing Authority, a sufficient pool of internal candidates exists, to comply with collective bargaining agreements or to promote career development and succession planning, the City may elect to only open a recruitment internally.

8. Employment of Relatives

The City of Milford permits the employment of qualified relatives of employees, of the employee's household or immediate family as long as such employment does not create actual conflicts of interest. That is, the intent is that no employee is permitted to work within the chain of command of one's relative and be in a position of influence over the work responsibilities, salary, schedule, career progress, benefits or other terms and conditions of employment. For purposes of this section, relative is defined as a spouse, child, parent, sibling, grandparent, grandchild, aunt, uncle, first cousin, corresponding in-law, step relation, or any member of the employee's household.

The following guidelines control hiring of relatives:

- There will be no direct reporting or supervisor to subordinate relationship allowed;
- No relatives of Department Directors will be permitted to work within the chain of command of his/her department;
- No relatives of City Council Appointees or the Human Resources Administrator will be permitted to work in any department;
- Employees who marry, become part of the same household while employed, or are in a relationship are treated in accordance with this policy and may be transferred at the earliest practicable time;

- No relatives of the Mayor or of a City Councilmember shall be hired by the City during that elected official's term in office.

The only exceptions to this policy are seasonal employees, with the approval of the Appointing Authority and pre-existing situations which are grandfathered in and may remain in place, as long as the employees are retained by the City in those employment positions. Once an employee is transferred or separated from employment, these pre-existing situations are no longer permitted.

9. Length of Service/Anniversary Dates

The employee's anniversary date is defined as the date an employee reports to work following appointment to a regular full-time or regular part-time position with the City. The anniversary date is important in relation to any type of merit pay consideration, certain benefits and paid vacation. Specific application of anniversary dates and length of service information are covered in other sections of this manual.

10. Employee Eligibility

Federal law requires that all individuals who become employees of any organization be authorized to work in the United States. Upon hiring, every individual will be required to submit documentation and complete an I-9 form to prove his or her authorization to work in accordance with relevant federal regulations.

11. New Employee Orientation

To help each employee get off to a good start in his/her employment with the City of Milford, a New Employee Orientation will be provided. This orientation will include a range of information, administrative matters, and personal introductions.

12. Introductory Periods

The introductory six (6) month period shall be utilized as an opportunity to observe a new employee's work, to train and aid the new employee in adjustment to his/her position, and to terminate any new employee whose work performance fails to meet required work standards.

All new exempt and non-exempt employees shall serve a six (6) month non-contestable introductory period. A newly hired introductory employee may be terminated at any time, with or without cause, during the introductory period.

Supervisors shall observe the employee's work performance and counsel any introductory employee whose work performance is marginal or inadequate. Supervisors shall document said counseling and any deficiencies.

Promotional employees placed internally shall serve an introductory period of up to six (6) months in the new position. Such promotional appointees, at the discretion of the Appointing Authority, who exhibit inadequate performance during the introductory period, may be placed in another position, terminated, or subject to a six (6) month introductory period in the new position.

The introductory period may be extended for employees which the Appointing Authority, Director and supervisor determine to have the ability to succeed in the position.

During the introductory period, vacation leave will only be approved for an emergency and must have the approval of the Department Director.

13. Layoffs

The Appointing Authority may lay off any employee due to lack of funds, curtailment of work or abolishment of a position. At the discretion of the Appointing Authority, employees shall be laid off in reverse order of anniversary date unless there are compelling operational needs. No regular full-time employee will be laid off while there are newly-hired introductory or intermittent employees working in the same or related classes of positions in that department, unless the introductory employee is applying a special and unique skill set, or the intermittent employee is working on a unique project for which training another individual is exceptionally costly or time-consuming.

To the extent available, an employee who is laid off may retain reinstatement rights for up to one year. Questions concerning reinstatement rights should be directed to the respective Appointing Authority.

14. Resignations/Retirement/Separation from Service

An employee who resigns from the City is expected to present a letter of resignation to his/her supervisor, including reason for leaving, at least two (2) weeks prior to his/her departure. Department Directors, Superintendents and Administrators are encouraged to provide at least ninety (90) days' notice of resignation.

Employees may retire pursuant to the provisions of the State of Delaware County & Municipal General Pension Plan or State of Delaware County & Municipal Police & Firefighters' Pension Plan. Employees are encouraged to provide at least four (4) months' notice of their retirement by presenting a letter to his/her supervisor with a copy to the Human Resources Administrator who will initiate the employee's pension application process.

In the event a non-introductory employee is involuntarily terminated, the employee may follow the grievance procedure to appeal the termination.

Prior to final separation, it will be the supervisor's responsibility, in collaboration with the Human Resources Administrator, to see that all administrative matters of the retirement, separation or resignation, including the return of City property, computer access, reimbursement of any reimbursable training and an exit interview, are managed in a timely and appropriate manner.

Hours of Work/Attendance

1. Hours of Work

Regular hours of work for full-time employees consist of forty (40) hours per week for all general employees, or eighty (80) hours bi-weekly for all police officers, as assigned by the

Appointing Authority. For police officers, hours of work will be in accordance with the applicable requirements of the Fair Labor Standards Act.

2. Attendance Recording

In order to ensure accurate reporting of an individual's time for payroll purposes and attendance record maintenance, each non-exempt employee is required to complete entries into the City's Time Keeping System, or by other approved documentation, in a timely and accurate manner and each exempt employee is required to complete entries into the City's Time Keeping System or by approved documentation for any leave of absence (in accordance with the forms and deadlines established by the Finance Department), including employee signature and supervisory approval and signature, as required.

Non-exempt employees should report to work no more than 15 minutes prior to their scheduled starting time nor stay more than 15 minutes after their scheduled stop time without express prior authorization from their supervisor.

Employee time from 1 to 7 minutes will be rounded down, and thus not counted as hours worked, but employee time from 8 to 14 minutes will be rounded up and counted as a quarter hour of work time.

3. Work Schedules

Work schedules shall be determined by the Department Directors for employees in their departments, subject to the Appointing Authority's approval, and may vary to meet a department's unique needs. Work schedules shall be arranged to meet the needs of the City.

Use of flex time is permitted in accordance with the FLSA by exempt and non-exempt personnel. Flex time practices must be pre-approved by the Appointing Authority and specific situations must be approved by the employee's supervisor. Use of flex time may not be approved if absence from work will cause impairment to the performance of the department or the City.

Appointing Authorities may permit exempt employees to occasionally work from home, in lieu of regular work hours, where circumstances are deemed appropriate for an employee to be compensated for performing assigned responsibilities while working at home. Working from home requests must be pre-approved following the determination that all or significant components of the work can be done at home, operational needs of the department are met, and the work is considered official City business. In all cases while working from home, employees may be requested to provide additional documentation of work records, as deemed necessary by their supervisor. The employee must adhere to the *Work from Home Policy*.

Alternative work schedules may be approved by Appointing Authorities when customer service needs, weather or other circumstances dictate modified schedules.

4. Attendance and Tardiness

Regular and punctual attendance at work is required of all employees. If an employee will be detained or unable to report for work, he/she must notify their supervisor before the scheduled start of their shift. An employee who fails to notify a supervisor that he/she is unable to report to

work prior to the scheduled start of his/her shift shall result in the employees' loss of pay for that day unless circumstances outside of the control of the employee prevented the employee from giving notice.

5. Lunch and Break Periods

All regular, full-time employees working 7.5 hours or more in a day, as designated by State of Delaware Labor Law, will be provided with one half hour unpaid lunch break, each regularly scheduled day. Meal breaks will be given sometime after the first two hours of work or before the last two hours of work as designated by the Department Director/Superintendent/supervisor. Employees will be relieved of all active responsibilities and restrictions during their meal break and will not be compensated for that time.

Each employee is normally entitled to two (2) paid fifteen (15) minute breaks per work day, which shall be taken separately unless authorized in advance by the Department Director/Superintendent/supervisor to use to extend the one-half hour unpaid lunch break. Breaks are subject to the discretion and approval of the Department Director/Superintendent/supervisor, depending on, but not limited to, staffing levels, level of work and temporary fluctuations in workload. Break periods must be used as assigned.

Classification, Performance Evaluation, and Compensation

1. The Classification Plan

A position classification plan is in place to provide a basis for evaluating positions, assigning a pay grade to each position, and ensuring that individual employees are compensated competitively, taking into account both internal and external equity.

A position description will be maintained for each position, including position title, reporting relationship, summary of position, specific duties, education and experience requirements, and any special knowledge and skill requirements, along with FLSA status and pay grade.

2. Maintenance of the Position Classification Plan

The respective Human Resources Administrator shall be responsible for the proper and continuous maintenance of the Position Classification System.

3. Pay Grades

Each position within the classification system will be assigned a pay grade that indicates the minimum and maximum pay rates for employees within a particular pay grade. Periodic adjustments may be made to the pay grades, with the approval of City Council.

4. Work Week and Pay Periods

The normal work week for all employees shall begin on Sunday 7:00 a.m. through the following Sunday 6:59 a.m. Paydays shall be on a bi-weekly schedule and will occur on Fridays, unless otherwise scheduled.

5. Compensation

Employee compensation may be comprised of, but not limited to, the wage rate and/or any other special provisions outlined in this Manual or under a collective bargaining agreement.

Wage increases, initiated by the respective Department Director and approved by the respective Appointing Authority, under the direction of City Council, may be granted for meritorious service. Except as otherwise provided, no employee shall receive pay in addition to the wages authorized by the pay plan for services rendered.

6. Overtime Compensation

Eligibility: All FLSA non-exempt employees shall be eligible for overtime compensation. (*NOTE: There are special rules for police officers, please refer to the FLSA Special 7[k] Work Periods rules.)

Scheduling: When operating requirements or other needs cannot be met during regular working hours, employees may be scheduled to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. Overtime scheduling in all departments must be approved by the Department Director, Superintendent or supervisor prior to overtime work, except in the case of an emergency.

Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

Overtime Pay: FLSA non-exempt employees shall be compensated at the rate of one and one-half times the equivalent hourly rate of the employee for overtime hours worked. The work week starts at 7:00 a.m. Sunday and ends at 6:59 a.m. the following Sunday. Hours worked in excess of forty (40) hours in the work week, for regular non-exempt employees or 80 hours in a pay period for non-exempt police officers, will be paid at overtime rate. Vacation leave, bereavement, and paid holidays will be considered hours worked for purposes of performing overtime calculations, unless otherwise specified in a collective bargaining agreement. Hours worked by regular full-time employees on a holiday, which has been approved by City Council as an observed City holiday, shall be compensated at the rate of one and one-half times the equivalent hourly rate of the employee. When a holiday occurs on a Saturday or Sunday the holiday will be observed and paid on Friday or Monday (in accordance with the section of this manual regarding pay periods). An employee shall receive only one paid holiday per holiday.

7. Flex Time

This policy applies to all non-exempt employees whose employment status is regular full-time and regular part-time. All non-exempt employees are subject to the overtime pay provisions of the Fair Labor Standards Act and must be compensated for all hours worked, including all hours worked on and off work premises. They cannot donate their services and are not permitted to work, in excess of their regularly scheduled work hours, without prior supervisory approval.

Exempt and non-exempt employees are eligible in certain circumstances to adopt a flexible work schedule, either continuous or intermittent. The flexible work schedule, whether only for a particular day or week, must be arranged in advance and the employee and supervisor must

mutually agree upon the schedule and then obtain the written approval of the Department Director or Appointing Authority. At all times, normal business hours as well as the operational needs of the department must be maintained. In addition, the immediate supervisor is to conduct a periodic review of the staff member's flexible work schedule to determine whether it should continue or not. No flex schedule is to be considered as permanent or in perpetuity. Flex time is not to be used as a means of facilitating or responding to tardiness. Employees are expected to be on time for the designated starting hour of work. Flextime should be documented on the employee's timesheet.

8. Emergency Conditions

Emergency conditions, including severe weather, can disrupt the City's operations and interfere with work schedules.

The City Manager or designated appointee will determine whether and the extent to which the City will operate in inclement weather. Employees in positions designated as Essential Employees are required to report to work during emergency closures.

In the event that such an emergency closing occurs before 8:00 am or after 4:30 pm (normal business hours), the closing will be posted on the city's website (www.cityofmilford.com) and the City Manager or designated appointee will contact each Department Director, who will then notify their staff if or when they need to report during the emergency closing. City of Milford emergency closing information will also be provided to local media.

Since the City of Milford is responsible for providing essential public services during emergency conditions, each department/division supervisor or appointed designee will determine which employees are essential to their department's operation or department's designated duties during the emergency closing. Employees that have been designated essential for an emergency should report as instructed during the emergency. The supervisor or appointed designee will notify each employee that has not previously been designated as essential when and if they are required to work during the emergency closing. When an emergency closing occurs during normal M-F work hours, non-essential non-exempt and exempt employees that have been allowed to leave work, report to work on a delay opening or not report for work shall receive a supplement of hours to ensure that they have eight (8) hours of pay or salary for the day. Essential non-exempt employees which are required to work shall be paid their regular eight (8) hours of pay for the day, plus time and one half for the actual number of hours worked during the emergency closing. Essential exempt employees which are required to work shall receive their salary for the day and be granted compensatory time off, as approved by the City Manager.

All Police Department officers and dispatchers are classified Essential personnel and are required to work their normal scheduled shifts. Depending on the circumstances of the emergency closing and with the authorization of the Chief of Police, the Police Department may require additional staff to report. The Police Department officers and dispatchers will be granted compensatory time equal to the number of hours that the City of Milford emergency closing was in effect during a normal eight (8) hour business day. These compensatory hours will be added to the holiday accrual bank for each officer and dispatcher.

If inclement weather does not result in an emergency closing for the City of Milford and an employee is unable to commute to work due to the weather conditions, the employee should

contact their supervisor prior to the start of their shift to make arrangements to obtain transportation to work or be approved to use vacation leave.

9. Compensable Benefits

In accordance with IRS regulations, certain benefits, such as those pertaining to vehicles, communication services/devices or uniforms, may be considered compensable and therefore subject to certain taxes.

10. Bilingual Pay Differential Allowance

A pay differential allowance may be paid to employees required to use a second language as designated and approved by the Appointing Authority. Designation of bilingual differential positions is the sole prerogative of the City. Positions can only be designated to receive the Bilingual Pay Differential Allowance when it benefits the immediate needs of the City.

11. Performance Review

The City of Milford recognizes that timely, candid performance feedback and discussion with employees is essential to good work performance and employee development. To that end, supervisors should review each employee's individual performance at least annually.

The purpose of the Performance Review program is to create an understanding with the employee as to how well he/she is performing and establish a plan for improved work performance and future job/professional growth in accordance with the procedures and guidelines for Performance Evaluation as established by the respective Appointing Authority. In accordance with a merit-based pay system, the results of a Performance Evaluation may impact an employee's pay.

The performance of all regular full-time and part-time employees will be reviewed at approximately mid-point (3 months) of their introductory period and again prior to when their introductory period (6 months) ends. Individual employees may be required to complete a self-appraisal as part of the overall performance review process.

Human Resources, supervisors, Department Directors, and Appointing Authorities are responsible to see that this program is implemented in a timely and consistent manner.

12. Employee Records

The following individual employee records will normally be maintained by the Human Resources Office:

- Application/Job Description
- Compensation History/Status Changes
- Performance Reviews
- Disciplinary Documents
- Training/Certifications
- Commendations/Miscellaneous

- Employment Verifications
- Benefit Documents
- Medical/HIPAA Documents (which are kept separately from other personnel documents)

The Finance Department will maintain records relating to payroll, taxes, garnishments, wage attachments and unemployment compensation. The City's Human Resources Administrator will maintain records relating to workers compensation, FMLA leaves, and other non-payroll employee-related items.

Employee records are the property of the City of Milford and access to the information is restricted. Generally, only administrative officials of the employer who have a legitimate reason to review information in a file are allowed to do so. With reasonable advance notice, an employee may review material in his or her personnel records, but only in the Human Resources Office and in the presence of the individual appointed to maintain the file. Employees should contact the Human Resources Administrator if they would like to review their personnel records.

Employee Benefits

1. Vacation

Regular, full-time employees will be entitled to take vacation time off upon the accrual of usable vacation hours with the approval of their supervisor. For newly hired full-time employees who are completing an introductory period, vacation leave will only be approved for an emergency and must have the approval of the Department Director.

Vacation pay will be calculated based on the employee's straight time pay rate (in effect when vacation benefits are used) times the number of hours the employee would otherwise have worked on the day(s) of absence.

Employees who have accrued usable vacation hours may submit scheduled vacation requests through the submission of a leave request into the City of Milford time keeping system which their supervisors will then review. Vacation requests will be granted on a City seniority basis. Employees who desire to schedule vacation time for periods of more than one (1) day during the calendar year must submit the leave request into the City of Milford time keeping system by January 31st each year. Requests for vacation time for periods of one (1) day or less shall be submitted into the City of Milford time keeping system at least five (5) working days in advance. Requests will be granted based upon anticipated operating requirements and staffing considerations during the proposed period of absence. In the event that an employee's request is submitted after January 31st it shall be handled on a first-come, first-served basis without regard to City seniority.

Employees are strongly encouraged to use their earned vacation. A maximum balance of 240 vacation hours may be carried forward as the employee's beginning balance at the employee's anniversary each year, except to the extent it is necessary to carry over vacation hours because the employee is not permitted to take his or her vacation hours subject to approval by the Department Director or Appointing Authority.

Upon termination of employment employees will be paid for vacation benefits that have accrued through the last day of work, up to the maximum of 240 hours. For the purposes of this calculation any partial month of service will be treated as a full month of service.

Vacation benefits accrue monthly and are available as updated to the employee’s usable vacation leave. The Vacation Benefits Eligibility Table below defines when vacation benefits become available to employees and how much vacation is accrued per month by employees. Vacation benefits will be awarded to eligible employees according to the following schedules:

Vacation Benefits Eligibility Table

<u>Years of Service</u>	<u>Hours of Leave</u>	<u>Monthly Hours Accrued</u>
1 year – 5 years	80 hours	6.67 hours
6 years – 9 years	120 hours	10.00 hours
10 years – 14 years	160 hours	13.33 hours
15 years plus	200 hours	16.67 hours

Employees with six (6) years or more of service are eligible to sell back up to 40 hours of unused vacation each fiscal year provided that the employee has used at least two (2) weeks of vacation during the course of the year. An employee’s vacation sell back request must be given to their supervisor for approval prior to budget submission for their department/division. Any approved vacation sell back will be confirmed with the employee at least two (2) weeks before being paid out and will be paid with the first payroll of December at the rate then in effect for the employee.

The City Manager may negotiate and approve vacation leave as part of an offer to hire for exempt employees not to exceed 120 hours.

Employees can accrue vacation hours monthly but at their anniversary their beginning balance will not exceed 240 hours. (Employee is paid 100% of vacation time accrued up to 240 hours upon termination.) In the event of an employee’s death, any remaining compensation will be forwarded to the employee’s estate.

2. Sick Leave

Regular, full-time employees (including introductory employees) will be provided with paid sick leave benefits for periods of temporary absence due to illness or injuries. Sick leave benefits will accrue at the rate of eight (8) hours per month and can accumulate up to a maximum of 1,040 hours.

An eligible employee may use sick leave benefits for an absence due to illness or injury sustained by either that employee or a family member. For this section, family member shall mean: employee’s spouse, parent, child, step-child, grandparents, grandchildren or siblings.

Employees who are unable to report to work due to an illness or injury must notify their supervisor before the scheduled start of their shift. An employee who fails to notify a supervisor

that he or she is unable to report to work prior to the scheduled start of his or her shift, shall result in the employees' loss of pay for that day unless circumstances outside of the control of the employee prevented the employee from giving notice. The supervisor should also be contacted regarding each additional day of absence.

If an employee is absent for three (3) or more consecutive days due to illness or injury, a physician's statement must be provided verifying the nature of the disability and its beginning and expected ending dates. Such verification may be requested for sick leave absences of less than three (3) days when the employee uses leave in a pattern that suggests sick leave abuse, including but not limited to, the following: (1) using sick leave or other leave in lieu of sick leave as soon as it is earned; (2) a pattern of unscheduled sick leave or requests on Monday's or Friday's or preceding or following a holiday; (3) habitual tardiness based on reports of illness; (4) information that an employee's justification for using sick leave is false; and (5) use of sick leave following the denial of a vacation request. Verification may be the basis for payment authorization of sick leave benefits.

If an employee with the written authorization and restrictions from their physician is able to do work from home and their supervisor approves the employee and supervisor must agree on a schedule and what work will be done which adheres to the physician's restrictions. If an employee must be at home to care for a family member but is able to still do work from home and their supervisor approves, the employee and supervisor must agree on a schedule and what work will be done. Written approval must then be obtained from the Director or Appointing Authority before the employee may do work from home. The employee must adhere to the *Work from Home Policy*.

Sick leave benefits will be calculated based on the employee's base pay rate at the time of absence. As an additional condition of eligibility for sick leave benefits, an employee must apply for any other available compensation and benefits, such as state disability insurance. Sick leave benefits will be used to supplement any state disability insurance or workers' compensation benefits that an employee is eligible to receive. The combination of any such disability payments and sick leave benefits cannot exceed the employee's normal earnings.

Unused sick leave benefits will be allowed to accumulate until the employee has accrued a maximum total of 1,040 hours' worth of sick leave benefits. Accrual will begin again if the employee's sick leave balance drops below the maximum total of 1,040 hours until which time they again reach the maximum total. Because sick leave benefits are intended to provide income protection in the event of an actual illness or injury, unused sick leave benefits cannot be used for any other paid or unpaid absence.

At the time of termination, accumulated sick leave which was provided by the City will be compensated up to 240 hours of sick hours accumulated.

If an employee has exhausted all of their available leave and is not eligible for disability benefits, the Approving Authority may approve donated sick leave, in accordance with the *Voluntary Leave Donation Policy*.

Employees that do not require the use of their sick leave benefit will be eligible for recognition through the *Employee Recognition Policy*.

3. Holiday

The City will grant holiday time off to all employees on all legal holidays officially adopted and approved by the Milford City Council each calendar year. Holiday pay will be calculated based on the employee's straight time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day.

To be eligible for holiday pay, employees must work or be on approved leave the last scheduled day immediately preceding the holiday and the first scheduled day immediately following it.

If a recognized holiday falls during an eligible employee's paid absence (e.g., vacation, sick leave, etc.), holiday pay will be provided instead of the time off benefit that would otherwise have applied.

If an eligible employee works on a recognized holiday, he or she will receive holiday pay plus wages at one and one-half times his or her straight time rate for the hours worked on the holiday.

The City will provide to employees a list of holidays each year after approval of the City Milford Council.

When a holiday falls on a Saturday, the preceding Friday will be the observed holiday. When a holiday falls on a Sunday, the following Monday will be the observed holiday.

If an employee is absent from work the day before or after a holiday, holiday pay will not be provided until proof of sickness or excusable absence is established to the satisfaction of the Department Director.

4. Employee Assistance Program (EAP)

The City of Milford recognizes that problems of a personal nature can have an adverse impact on an employee's family life and job performance. To provide resources to employees dealing with personal problems, the City, in connection with the State of Delaware health insurance plan, provides access to an employee assistance organization to provide confidential counseling and referral services.

The Employee Assistance Program (EAP) is designed to assist with a broad range of problems including family and marital discord, nervous or emotional disorders, drug or alcohol abuse, poor physical health and other personal problems. Services provided by EAP counselors may include some combination of assessment, direct problem assistance, referral and follow-up.

The Employee Assistance Program (EAP) provides early identification, short-term problem solving and referral to appropriate care in order to enhance the treatment process.

The EAP is available to all City employees, their spouses, and dependents residing in the employee's home. Participation in the program and all records and discussions will be handled in a strictly confidential manner, in accordance with applicable law.

If employees or their dependents realize they have personal problems that could be resolved through the EAP, they are encouraged to seek assistance on their own by contacting the EAP

directly. In certain situations, management may opt to refer an employee (or employees) to the EAP.

Charges for additional services beyond those covered by the EAP will be subject to insurance coverage and/or may be the personal responsibility of the employee. For additional information about the EAP, employees are encouraged to contact the Human Resources Administrator or their supervisor.

5. Health Insurance

Regular full-time employees, including any eligible family members, are eligible to enroll in the City's health insurance plans. Initial enrollment takes place the first of the month following the employee's date of hire. Employees may also enroll during the City's annual open enrollment or within 30 days of an involuntary loss of coverage.

The employee and the City share the cost for this benefit. Plan coverages and employee contribution amounts, as determined and adjusted periodically by the City, are available from Human Resources or Payroll.

6. Dental Insurance

Regular full-time employees, including any eligible family members, are eligible to enroll in the City's optional dental insurance plans. Initial enrollment takes place the first of the month following the employee's date of hire. Employees may also enroll during the City's annual open enrollment or within 30 days of an involuntary loss of coverage.

The employee assumes the cost for this optional benefit. Plan coverages and Employee contribution amounts, as determined and adjusted periodically by the City, are available from Human Resources or Payroll.

7. Vision Insurance

The City currently provides employee vision coverage, to regular full-time employees. Regular full-time employees may voluntarily, at their cost, add eligible family members in the City's vision insurance plan. Initial enrollment takes place the first of the month following the employee's date of hire. Employees may also enroll eligible family members, during the City's annual open enrollment.

Plan coverages and employee contribution amounts, as determined and adjusted periodically by the City, are available from Human Resources or Payroll.

8. Life, AD&D and LTD Insurance

The City currently provides regular full-time employees, without charge, life, accidental death and dismemberment and long-term disability insurance coverage. Coverage for the employee begins the first of the month following the employee's date of hire.

9. Voluntary Short-Term Disability Insurance

The City currently offers Voluntary Short-Term Disability Insurance. Regular full-time employees are eligible to enroll at time of hire. Coverage, which is at the employee's cost, would begin the first of the month following the employee's date of hire. For eligibility after hire, contact Human Resources.

10. Pension Plan

Regular full-time employees will be enrolled in either the State of Delaware County and Municipal General Pension Plan or the State of Delaware County and Municipal Police and Firefighter Pension Plan and are subject to the terms and conditions of the Plan as determined by the Trustees of the Plan.

11. 457(b) Deferred Compensation Plan

Regular full-time employees will be eligible to enroll in the City's 457(b) Deferred Compensation Plan at hire for their own contributions.

To be eligible for the City's approved match, the employee must be employed by the City one (1) year or one thousand (1,000) hours with the match commencing with the first payroll of January or July.

The City's approved match information is available from Human Resources or Payroll.

12. Workers' Compensation

In accordance with applicable state laws, employees may be eligible for workers' compensation benefits in the event of accidental injury or occupational disease arising out of employment with the City of Milford, requiring medical treatment, hospitalization or loss of work time.

In the case of an accidental injury to a regular full-time employee which occurs while on the job and is covered by Workman's Compensation Insurance, the City shall guarantee 100% of the injured employee's gross salary less State and Federal and employment taxes and regular benefit and voluntary deductions for the first ninety (90) calendar days that the employee is absent from work under a licensed physician's care. In each situation where the employee must be absent from work because of an on-the-job injury beyond the ninety (90) days period, the City Manager, after reviewing the employee's case, may at his/her discretion, grant extensions of the employee's 100% pay for additional periods of time not to exceed a total of 180 calendar days. The employee will sign over their workers compensation checks received during the period in which the employee is paid by the City.

13. Unemployment Insurance

In accordance with applicable state laws, City of Milford employees may be eligible to receive unemployment compensation if laid off for reasons including budgetary or grant limitations and elimination of positions.

Continuing Education

The City encourages employees to share information with each other and to continually enhance their knowledge and skills. This process will assist in keeping current with technology changes and will result in improved service to our residents. Following are two (2) approaches to continuing education:

1. Attendance at Conferences and Seminars

The Appointing Authority or Department Director may approve attendance at non-mandatory conferences and seminars and other training sessions that are work related and in the best interest of the City after recommendation of the supervisor and if funds are available. At times the City may opt to provide on-site training in City facilities to meet employee training needs.

If approved, the City will normally cover costs of conference, seminar and other training sessions including registration, travel, lodging, parking and meals. Employees will be paid at their regular pay rates while attending training sessions, in accordance with the Fair Labor Standards Act. Budgetary constraints may limit or negate conference attendance. Participants are encouraged to share information obtained at conferences and seminars with other interested employees.

The Appointing Authority or Department Director when approving job related training will determine if the training is deemed to be reimbursable to the City if the employee leaves employment within one (1) year of completing the training. If so, prior to the training the employee may be required to sign an agreement to repay the City if the employee leaves employment within one (1) year of completing the training.

Time Away from Work

There are times for a variety of reasons when an employee must be away from work. The following guidelines will apply to time away from work:

1. Leave Application Process

Prior to any planned absence from work, employees must complete a leave request into the City of Milford time keeping system indicating date(s) of absence and the type of leave being requested. The employee must submit the form to his/her immediate supervisor for approval.

In the event of an unplanned absence, the employee should complete a leave request at the earliest opportunity following the initial absence from work.

The approved leave request must be reconciled with the time keeping entry by the Department or Division Supervisor and then submitted to the payroll office.

For employees utilizing flex time, they must adhere to the *Flex Time Policy*. (See *Flex Time* section in this manual.)

2. Bereavement Leave

In the event of a death in the immediate family of an employee the employee shall be granted up to three (3) working days with pay not charged to any leave balance to arrange for and/or attend the funeral service or related matters. In the event of a death in the extended family of an employee the employee shall be granted one (1) working day with pay not charged to any leave balance to attend the funeral service or related matters.

Immediate family shall be defined as the employee's spouse, parent, child, step-child, grandparents, grandchild or sibling; the employee's spouse's parent, child, step-child, grandparents, grandchild or sibling; the employee's child's spouse. Extended family defined: Described as the employee's aunt, uncle, niece, nephew or first cousin; employee's spouse's aunt, uncle, niece, nephew or first cousin. Special consideration will also be given to any other person whose association with the employee was similar to any of the above relationships.

Payment for absences due to a death in the family will not be made in addition to sick leave payments or holidays which may occur simultaneously.

An employee may request additional available leave time as approved by the Appointing Authority beyond the time provided. The Department Director may grant such additional time to be charged against the employee's sick leave.

Hours granted as bereavement time shall be counted as hours worked for the purpose of calculating overtime and shall not be charged as vacation if the employee is on vacation at the time of the death.

3. Family and Medical Leave Act Procedure (FMLA)

The Family and Medical Leave Act of 1993 (FMLA) requires covered employers to provide up to 12 weeks of unpaid, job protected leave to eligible employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least one year, and for 1,250 hours over the previous 12 months, and if there are at least 50 employees within 75 miles.

In certain circumstances, employees may be eligible for Family and Medical Leave. This benefit is designed to assist certain eligible employees who need time away from work to care for themselves or certain family members when they are experiencing a serious health condition, as defined by the Family and Medical Leave Act (FMLA). This benefit has also been expanded to provide leave for eligible employees when certain circumstances arise that cause a qualifying exigency arising out of service in the Armed Forces, or to care for certain family members experiencing a serious injury or illness when those members are covered service members of the Armed Forces.

The employee should provide thirty (30) days advance notice, to their supervisor and Human Resources, when the leave is foreseeable. If a thirty (30) day notice is not possible due to a medical emergency or the employees' uncertainty as to when the leave will be required to begin, notice must be given as soon as it is practical to do so.

Employees who are or will be absent for more than three (3) days should notify Human Resources of their absence and obtain a Certification of Health Care Provider form to have completed by the attending physician of the employee or qualified family member for verification of a qualifying serious health condition.

While the Family Medical Leave Act provides for 12 weeks of unpaid job protection the City permits the employee to use his or her accrued leave time in conjunction with FMLA leave in order to avoid a loss in wages. The use of accrued leave does not extend one's FMLA leave. Accrued sick leave may be used for any medical related absences and accrued vacation leave may be used for any non-medical absences.

The City will track FMLA leave on a rolling year which is a 12-month period measured backward from the date an employee uses any FMLA leave and not a calendar year, which is a defined 12-month period, such as a calendar, anniversary or fiscal year.

Leave as the result of a workers' compensation injury will be counted as FMLA leave.

For more specific information and procedures pertaining to the FMLA, contact Human Resources. The employee must adhere to the *FMLA Procedure Policy*.

4. Military Leave

A leave of absence without pay will be granted to any employee who enters any branch of the United States armed services. Benefit accruals for any employee serving on active duty longer than 30 consecutive days will be calculated in accordance with federal laws or as approved by the Approving Authority.

The employee will be reinstated with full seniority to his/her former position or to a comparable position if application for re-employment is made within ninety (90) calendar days of the date of an honorable discharge or the date of release from hospitalization following discharge.

Any employee who is a member of a reserve component of the armed forces will be placed on unpaid leave for his/her annual two-week training or one weekend per month required duty. Benefit programs will be unaffected by the leave and the employee may elect to use any vacation entitlements for the absence. Training leaves will not normally exceed two weeks per year, plus reasonable travel time.

5. Jury Duty/Court Appearance

Any regular full-time employee called for jury duty or as a witness in any civil or criminal legal proceeding will be given a leave of absence with pay (at their base rate of pay for the hours served) for the duration of their service on jury duty. If employee is dismissed from jury duty at least three hours prior to the end of the employee's work day, the employee shall report to work. This obligation to work applies both to the end of the employee's jury duty and on each day during the employee's jury service.

Employees will be required to obtain documentation from the court as to a record of their attendance.

Leave time without pay or approval to use vacation leave, as deemed appropriate by the Appointing Authority or Department Director, shall be granted for court attendance when an employee is the defendant or is engaged in personal litigation, unless such actions are a result of an act performed as a part of the employee's duties as a City employee; provided, however, that an employee will not be paid for court attendance if the employee is pursuing a claim against the City.

If an employee is required to serve beyond this period of paid leave, he/she may request to use vacation leave or request an unpaid leave of absence which would not affect accrual for benefit calculations.

6. Leave Without Pay

- a) Requests for leave without pay will be evaluated on a case-by-case basis and approved at the sole discretion of the Appointing Authority.
- b) During a period of leave without pay of 30 days or less, an employee will be retained on the City of Milford's health plan under the same conditions that applied before the leave commenced. To continue health coverage and any other optional benefits that are eligible to be continued, the employee must continue to make any contributions that he/she made before taking leave (please refer to section §1 of Employee Benefits, above). Vacation and sick leave will not accrue during an employee's leave without pay.
- c) At certain times, the City may implement temporary periods during which employees may request a voluntary leave to mitigate certain financial hardship issues facing the City. This decision will be made jointly by the City's Appointing Authorities.

7. Unauthorized Absence

Any unauthorized absence of an employee from duty shall be considered an absence without pay and may be grounds for disciplinary action. Any employee who is absent for three (3) or more days without authorized leave arranged through his/her Department Director, Superintendent or supervisor may be discharged for cause. In the event extenuating circumstances are found, a leave may be granted retroactively based upon recommendations of the Department Director, Superintendent or supervisor and approval of the Appointing Authority.

Voluntary Leave Donation

The City recognizes that employees may have a personal or family medical emergency or major disaster resulting in a need for additional time off in excess of their available sick/vacation time. To address this need, all eligible employees will be allowed to donate sick time from their unused balance to their co-workers in need of leave in accordance with the policy outlined below. This policy is strictly voluntary.

1. Eligibility Criteria

A. Eligible Employees

Employees must be employed by the City for a minimum of one (1) year and have no disciplinary actions for abuse of leave time to be eligible to donate and/or receive donated sick

time. For an employee to be eligible to receive donated leave they must have exhausted all available paid leave down to a vacation balance of 40 hours which may be reserved for future use. An employee who is on an approved leave of absence may not donate.

B. Eligible Events

Leave donations may be requested only for a medical emergency and/or major disaster, which are defined as follows:

A “medical emergency” is a medical condition of the employee or a family member that will require the extended absence of the employee from duty and will result in a substantial loss of income to the employee due to the exhaustion of all paid leave available. A family member is defined as a spouse, child or parent.

A “major disaster” is a disaster declared by the President of the United States under §401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Stafford Act), or as a major disaster or emergency declared by the President pursuant to 5 U.S.C. §6391 for federal government agencies. An employee is considered to be adversely affected by a major disaster if the disaster has caused severe hardship to the employee or to a family member of the employee that requires the employee to be absent from work.

C. Eligible Donations

Donations must be made in no less than four (4) hour increments. An employee may not receive more than 480 hours (12 weeks) of donated time in any rolling 12-month period. Donations may be made only of time already accrued; employees may not borrow against future sick leave to donate.

Employee Conduct, Disciplinary Action and Grievance Procedure

1. Disciplinary Action

The City of Milford expects each employee to work productively, responsibly, and professionally at all times, and to treat all persons with consideration, dignity and respect. Employees will conduct themselves in strict conformity with all local, state and federal laws and ordinances. No employee shall attempt to further his/her self-interests through the use of his/her position.

On occasion, negative work performance or negative behavior may arise. It is the objective of the City to correct performance and behavior issues as quickly as possible. Such correction efforts may include a management referral or directive to the Employee Assistance Program.

Examples of unacceptable behavior include, but are not limited to:

- Unsatisfactory work performance, including failure to work productively or in accordance with standards and procedures.
- Failure to respond to an assigned emergency call.

- Poor attendance and tardiness, including failure to adhere to department rules regarding notification of absences.
- Failure to treat all persons with consideration, dignity and respect.
- Unauthorized or careless use of tools, vehicles, equipment or financial resources.
- Operating equipment and vehicles in a careless or unsafe manner. Refer to *Safety and Health, Item 3. Vehicle Use/Insurability*.
- Illegal gambling while on duty or while on City property.
- Providing confidential or sensitive information to unauthorized individuals or entities.
- Repeated instances of creating or contributing to unsanitary conditions or poor housekeeping at work.
- Failure to follow prescribed timekeeping procedures.
- Disregard for safety policies, procedures and use of safety equipment and/or clothing.
- Failure to report any personal injury, accident, or unsafe condition to the employee's supervisor in a timely manner.
- Violation of City *Smoke-Free Environment Policy*.
- Directing abusive or profane language toward co-workers, residents, business representatives, government officials or anyone involved in City business.
- Violation of department policies.
- Failure to adhere to City *Dress Code Policy*.
- Performing personal work on City time or with City property.
- Unauthorized entry to City facilities.
- Unauthorized use or possession of alcohol, controlled substances or illegal drugs.
- Unauthorized possession of a weapon on municipal property or in a City vehicle.
- Insubordination or refusal to carry out assigned duties.
- Theft or unauthorized possession of City property.
- Sexual harassment or other forms of harassment.
- Fighting, issuing threats or verbal or physical abuse or other disorderly conduct while performing City of Milford business.
- Scandalous or disgraceful conduct, either on or off duty where conduct brings employee's department or City into public disrepute.
- Unauthorized absence.
- Conviction of a felony or misdemeanor involving moral turpitude, casting doubt on ability to perform the job. Moral turpitude is defined as an act of baseness, vileness or depravity in private or social duties. Examples of moral turpitude include income tax evasion, perjury or its subornation, theft, indecent exposure, sex crimes, conspiracy to commit a crime, defrauding the government and illegal drug sales.

Depending on the severity of the offense, the corrective action procedure may include any or all of the following, including termination:

A. Verbal Reprimand – A verbal warning to an employee that if his/her actions continue the formal discipline process will begin. (Supervisors must document the verbal reprimand and have the employee sign acknowledging that they have received the verbal reprimand.)

B. Written Reprimand – A written warning that places the employee on notice that additional incidents will result in more severe disciplinary action. The notice shall detail the specifics of the problem as well as what further action can be taken. This warning shall be placed in the

employee's personnel file.

C. Suspension – Suspension is the temporary removal from duty status, without pay, of an employee for cause for a period of one (1) to thirty days. The City also reserves the right to suspend with pay, at the discretion of the Appointing Authority. Suspension shall be recommended by the Department Director and approved by the Appointing Authority.

D. Demotion – An employee may be moved to a position in a class with a lower maximum salary rate for serious misconduct. Demotion shall be recommended by the Department Director and approved by the Appointing Authority. This action may be used in selected situations that would not be disruptive to other employees or to the level of service to the public. If a position for demotion is unavailable the City may implement a period of disciplinary probation in which the terms and conditions of probationary status are applied to the employee's appointment for a period of time to be determined by the Appointing Authority, not to exceed one (1) year.

E. Dismissal – An administrative review session shall be held for the employee to challenge anything in the employer's report. The Appointing Authority shall make the final decision.

2. Discrimination & Harassment

The City of Milford is committed to providing a work environment that is free of discrimination and harassment. Employees will not, by means of speech, touching or body language, abuse, harass or be discourteous to their fellow employees or members of the general public for any reason including someone's age, race, color, creed, citizenship status, sexual orientation, gender/sex, marital status, gender identity or expression, religious or political beliefs, military/veteran status, ancestry, national origin or disability.

All employees must also be allowed to work in an environment free from all forms of harassment and intimidation.

All employees are to refrain from sexual harassment. Unwelcome sexual advances, flirtations, propositions or requests for sexual favors, or other verbal or physical conduct of a sexual nature are considered sexual harassment under the following conditions:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- Submission to or rejection of such conduct by an individual is used as a basis for any employment decisions affecting that individual.
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile or offensive work environment.

The display in the workplace of sexually suggestive objects or pictures is prohibited. The Delaware Discrimination in Employment Act prohibits discrimination against any employee based on pregnancy, childbirth, or related condition, including, but not limited to, lactation. If you believe that you have been subject to pregnancy discrimination, please inform a member of management as soon as reasonably possible. The City is committed to providing a workplace free of discrimination and harassment and will take prompt action to investigate and address any such allegations.

The Delaware Discrimination in Employment Act also entitles employees to reasonable accommodation of known limitations related to pregnancy, childbirth, and related conditions, provided that the accommodation does not impose an undue hardship on the company. An employee need not be disabled to request a reasonable accommodation related to pregnancy, childbirth, or a related condition(s). If you suffer from a limitation that prevents you from performing the essential duties of your job, please inform your supervisor so that we can promptly begin the process of identifying a reasonable accommodation. Employees are encouraged to request a reasonable accommodation as soon as possible before performance problems arise.

3. Participation in Political Activity

Employees may not engage in political activity during working times. Political activities include:

- Solicitation, distribution, or receipt of any assessment, subscription or contribution for any political party or cause; and
- Campaigning for any candidate or issue, including posting, wearing or distributing political material of any kind.

4. Gifts and Gratuities

City of Milford employees will not accept any gratuities, loans, gifts, merchandise, meals or other items of other than nominal value in connection with or resulting from their employment with the City in compliance with the City of Milford and State of Delaware's ethics laws and policies. Solicitation of gratuities of any sort by City employees is strictly prohibited. Employees are referred to the Delaware Ethics Law and Related Statutes published by the Delaware Public Integrity Commission.

5. Outside Employment

Employees must notify their supervisor and Department Director of any outside employment. The City of Milford will not object to an employee having outside employment as long as the employee is successfully and competently performing his/her job duties as determined by the Department Director or Appointing Authority and without negative impact on attendance and so long as it would not create a potential conflict of interest. Secondary employment is prohibited if:

- The secondary employment is doing business with or seeking to do business with the City.
- Such employment will create a conflict of interest or the appearance of a conflict of interest.
- Such employment is a direct conflict with any municipal functions or ordinances.

6. Volunteer Fire Response

Employees must notify their supervisor and Department Director of any outside employment. Any regular full-time employee who is an active volunteer fire fighter with the Carlisle Fire Company of Milford may, with the approval of the employee's supervisor and Department

Director, in consultation with the Appointing Authority, be permitted to respond to fire calls during regular business hours without loss of pay. Special consideration will be given to other active volunteer fire fighters when Carlisle Fire Company is in need of extra fire fighters.

7. Dress Code/Appearance/Uniforms/Safety Work Boots

All employees are required to maintain a neat and clean personal appearance including clothing, personal hygiene and grooming appropriate for their positions and to follow any department dress code and appearance guidelines.

The City may provide uniforms and clothing items for employees in certain positions. The City reserves the right, in the City's best interest, to determine the type(s) of clothing worn by City employees. Employees may not wear hats which display advertising. The City will provide hats to employees as needed. Employees who are provided uniforms are expected to wear them while at work and may wear them while traveling to and from work only. At any time while wearing City issued uniforms or clothing employees are expected to act as a representative of the City of Milford.

All City provided uniforms and City marked clothing must be returned upon separation of employment. Employees should return all items to their supervisor or Department Director.

Safety Work Boots which meet or exceed the requirement and safety standards as defined by each department's duties will be purchased for the employees who hold certain positions as defined in the *Safety Work Boots Policy* each fiscal year during the month of October.

A newly hired employee filling any of the eligible positions will have their initial pair of safety work boots purchased for them after a successful three (3) month evaluation of their six (6) month introductory period.

Supervisors or their appointed designee will be responsible to select the appropriate safety work boots from an approved vendor of safety work boots which meet the safety requirements of their department's approved positions with a maximum price to be established by the City Manager.

8. Internet & Email

Internet access is to be conducted in a responsible and professional manner reflecting the City's commitment to ethical and non-discriminatory government practices. It is also the City's desire to protect the organization as much as possible from viruses or illicit attempts to access the City's servers. The City of Milford maintains an electronic mail system to conduct City business. All email messages composed, sent, received and/or stored are the property of the City and not the property of any employee. The City has a *Computing Resource Use Policy* which explains how email and the internet must be utilized. Before using email or the internet employees must acknowledge that they have reviewed and understand the City's *Computing Resources Use Policy*. Employees have no expectation of privacy in any information or message sent, received, or stored in or through the City's computer or network.

If you have questions regarding appropriate use of the internet and City email, please contact your supervisor or your respective Appointing Authority.

9. Telephone, Cellular Phone and Data Service

Personal use of the City telephone or cellular phone system is limited to emergency or pressing reasons preferably during breaks and meal periods. Staff should refer to the detailed policy.

The Appointing Authority and his/her appointees are authorized to have cellular phones or smart phones, to conduct City business. In addition, Appointing Authorities may receive or authorize a monthly communications allowance in lieu of use of a City issued cell phone, smart phone or data device. The amount of such communications allowance will be established in the City's policy regarding telephones and data devices. All other City employees must obtain approval from their Appointing Authority for use of a City cellular phone, smart phone or data device. Cellular phone use must be in compliance with the City's *Safety and Vehicle Usage Policies*.

While at work employees are expected to exercise the same discretion in using personal cellular phones as is expected for the use of City telephones and cellular phones. Please refer to the City's *Cell Phone Policy*.

10. Employee Recognition

The City will recognize employees who uniquely distinguish themselves through outstanding performance or innovation that exemplifies dedication, creativity and personal integrity. Upon recommendation by the Department Director and approval by the Appointing Authority, the employee may receive a letter of commendation and/or may become eligible for consideration for an additional salary increase at the time of their annual review. Please refer to the City's *Employee Recognition Policy* for procedures.

11. Grievance

A grievance shall be defined as any difference, dispute or complaint regarding the interpretation or application of the terms of this Policy. All grievances filed shall contain a concise statement of the facts alleged to support the grievance. Grievances shall be processed in accordance with the following procedure and shall be determined by application of the terms of this Policy.

Step 1:

An employee who has completed the Introductory Period shall within five (5) business days of the date of the occurrence, the action or event from which the grievance arose, or within five (5) business days when the employee obtains knowledge or should have obtained knowledge of the act or event, contact his/her Superintendent or supervisor to discuss and attempt to resolve the grievance. The Superintendent or supervisor shall discuss the grievance with the employee and shall reply in writing to the employee within five (5) business days of the meeting held with the employee. For the purposes of this section a business day is defined as any day between and including Monday through Friday, between 8:00 a.m. and 4:00 p.m.

Step 2:

If, after receipt of the decision of the Superintendent or supervisor, the grievance has not been satisfactorily resolved, the aggrieved employee may, within five (5) business days of receiving the reply, file a written grievance with the Department Director or designee. The appeal shall be

set forth in the form of a written statement explaining the grievance, giving the date of the occurrence, and the remedy sought. The Department Director or designee may schedule a meeting with the employee to discuss the grievance. Within five (5) business days of the meeting, or the receipt of the grievance if no meeting is held, the Department Director or designee shall respond to the employee in writing.

Step 3:

If, after receipt of the written decision of the Department Director or designee, the grievance has not been satisfactorily resolved, the employee shall meet with the City Manager or designee in an attempt to resolve the grievance within ten (10) business days. The City Manager or designee shall respond in writing within five (5) business days of the conclusion of the meeting and this decision will be final.

Safety and Health

1. General Considerations

The City of Milford will provide a reasonably safe and healthy work environment for its employees and the general public. City safety leadership includes sponsorship of safety committees, safety orientation for new employees, employee education and relevant health and safety training, provisions for personal protective equipment as appropriate, accident and/or unsafe acts investigations, as well as other directed training opportunities.

City employees are expected to:

- Work in a safe manner at all times.
- Maintain proper housekeeping in individual work areas.
- Be alert for unsafe acts or conditions; correct them or report them *immediately* to a supervisor.
- Ask for assistance, every time, when attempting to lift, pull or push heavy objects; lift in a proper manner.
- Follow the reporting requirements when he/she has been injured or *could have been* injured on the job (please refer to your supervisor for more information).

For more information, please refer to the City's *Safety Manual*.

2. Accident Reporting

Any employee sustaining an on-the-job injury, following the receipt of any appropriate first-aid treatment, shall immediately report the injury to his/her supervisor. In the event that an incapacitated employee requires professional medical care, the supervisor is required to report the injury to Human Resources as soon as practical. Failure to report injuries in a timely manner may result in disciplinary action. The supervisor will investigate the accident in a timely manner, secure whatever assistance is required, prepare required reports, and determine what preventive measures should be taken in the future. A review of the incident may be done by the City's Safety Committee as warranted.

3. Vehicle Use / Insurability

City of Milford employees are constantly in the public eye and those who drive a vehicle in the performance of their duties are representing the City. Employees are not only responsible for their own safety and security, but the safety and security of residents and visitors to the City. As a result, employees are required to exercise the utmost care and caution while operating a motor vehicle and other vehicle, tools and equipment on City business. Employees who operate City owned vehicles or personally owned vehicles while performing City business are required to abide by all applicable State laws in addition to the following rules and regulations.

City owned or leased vehicles are to be used for the following purposes:

- a. Transportation to conduct official City business during the normal working day.
- b. Transportation to conduct official City business before and/or after the normal business day.
- c. Transportation between the employee's principal work location and the employee's residence in order to facilitate quick response by those authorized and assigned to drive take home City vehicles by the respective Appointing Authority.
- d. Transportation to conventions, conferences, meetings and training programs. If using a personal vehicle for approved City business when no City vehicle is available employees will receive the current mileage reimbursement at the mileage rate as determined by the Internal Revenue Service.
- e. Rental Cars may be used for both in-state and out-of-state travel, if authorized by the respective Department Director or Appointing Authority.

Use of City vehicles for day-to-day operations must be approved by the Department Director/Superintendent/supervisor. Assignment of a City vehicle to an individual for a continuous, regular or indefinite period must be approved by the Appointing Authority (please refer to the *Use of Equipment and Vehicles Policy*).

Employee Responsibilities: Those driving vehicles in the course of their employment:

- Must have a valid license for the type of vehicle being driven and must obey all traffic laws.
- Must provide a copy of their driver's license to their Appointing Authority when hired in order to verify that the driver's license is valid.
- Will have their driver's license reviewed at least annually to verify validity.
- Are responsible for ensuring a current, valid copy of their license is on record with the City.

Any employee who is required to operate a City owned or private vehicle to perform City business must immediately report any license suspension, revocation or serious violation to his/her supervisor, ideally within 24 hours of the action. An employee must immediately report to the Department Director any motor vehicle violations while performing City business, including parking violations incurred while utilizing a City vehicle before the end of the work day in which the violations occur. The supervisor will notify the Appointing Authority of any suspensions, revocations and violations that affect the employee's ability to drive. Any license suspension, revocation or serious violation not reported immediately to the supervisor will be

subject to disciplinary action up to and including termination.

If operating a vehicle to perform City business, employees are required to be insurable through the City's insurance carrier.

Employees must wear a seat belt at all times when operating or riding in a City vehicle.

City vehicles and/or fuel shall not be used for personal use. Only City employees may operate City vehicles. No employee under the age of eighteen (18) is allowed to operate a City vehicle.

Employees are prohibited from transporting passengers except: 1) other City employees; or 2) individuals conducting business with or on behalf of the City.

Personal vehicles shall not be used to pull trailers or haul equipment while being used in City related business.

Employees are prohibited from making any modifications, alterations or additions to any City vehicle or equipment without the prior express approval of his/her supervisor.

4. Smoke-Free / Tobacco-Free Environment

The City respects the rights of employees who do not smoke. The following policy applies:

In accordance with State law there is no smoking allowed in any City building. In order that we convey a professional image to the public and are respectful of other current and future users of City vehicles, smoking is prohibited in City vehicles and while working. Use of e-cigarettes is prohibited in City facilities and City vehicles.

Smokers may smoke during approved break times and at approved locations. If you have any questions about appropriate times and/or locations, please contact your supervisor. If you are a smoker and would like information about quitting, please contact Human Resources. Questions concerning the application of this policy should be directed to the individual's supervisor.

5. Alcohol & Drug-Free Workplace

The goal of this policy is to maintain a safe and healthy work environment. The successful implementation of this policy will also enable the City to provide quality service to the public by maintaining efficiency and productivity. The use of illegal drugs and/or the misuse of alcohol or legal drugs are inconsistent with this goal.

The City of Milford does not permit the use of illegal drugs by employees or the misuse of alcohol, the sale, purchase, transfer, trafficking, use or possession of any illegal drugs, or arrival or return to work under the influence of any drug (legal or illegal) or alcohol to the extent that job performance is affected. Use of prescription drugs are only permitted when prescribed by a physician who has determined that the substance will not adversely affect the employee's ability to safely perform his or her duties. Specific requirements and implementation procedures are detailed in the *Drug-Free Safety Program Policy*, and the City requires full compliance with said policy.

Employees will receive and acknowledge a copy of the *Drug-Free Safety Program Policy* during new employee orientation. Additional copies are available in Human Resources.

Administration

1. Travel on Official City Business

Whenever an employee travels for City-related business (training, meeting, seminar, conference, etc.) the employee must obtain prior authorization from their supervisor, including authorization of budget expenditures for the estimated cost of the travel. Meal and Incident Expense (M&IE) Per Diem Rates (www.gsa.gov/perdiem) and Mileage Reimbursement Rates (www.gsa.gov/mileage) should be confirmed with the Finance Department by contacting the Accounts Payable Administrator with the details which should include the date(s), location(s) of the travel and any services that will be included in any registration fees before processing a purchase order for the employee's M&IE and/or mileage reimbursement.

The City encourages the use of any authorized available City vehicle, especially for local travel; however, if the employee has been approved to use their privately-owned vehicle, they can request mileage reimbursement for the actual miles (round trip) between locations. If more than one employee is traveling to the same event, the City encourages the sharing of vehicles to conserve fuel and City funds. When two or more employees travel together in a privately-owned vehicle, only one mileage reimbursement will be approved.

When employees are booking hotel reservations, they should obtain the lowest rate possible. Some conferences have discounted blocks of rooms reserved and most hotels offer a government rate which may be lower than an advertised rate. After obtaining the hotel rates, the employee must obtain approval from their supervisor of the hotel expense prior to the final booking of the hotel reservation.

Employees must acquire receipts for any expenses (hotel, parking, gas, rental car, taxi, tolls, etc.), which are being charged directly to the City or those which will be submitted for reimbursement to the employee and that are not included in the M&IE allowance. The receipts with an itemized expense sheet should be turned in to the employee's supervisor immediately upon the employee's return to work. The supervisor, after the review and approval of the receipts, should complete a purchase order for any reimbursement due to the employee or for any expenses that had not previously been processed through the purchase order system. The supervisor should then submit the signed approved receipts to the Accounts Payable Administrator to be processed for payment with the next payment cycle.

Employees receiving an M&IE allowance adhere to GSA and IRS regulations regarding covered incidental expenses. Accordingly, the following expenses will not be reimbursed by the City except under extraordinary circumstances and with approval of the Appointing Authority:

- All meals,
- Room service,
- Laundry, dry cleaning and pressing of clothing, and
- Fees and tips for persons who provide services, such as food servers and luggage handlers.

Employees travelling to conferences, training or other events that include meals which meet the employee's nutritional requirements for some or all days, should reduce the per diem accordingly based on the breakdown on the GSA website. In addition, the first and last days of travel are at a reduced M&IE rate. Please note that amount on the GSA website and on travel request forms.

2. Other Expense Reimbursement

The City will reimburse employees for necessary business expenses beyond travel provided these expenses have been approved by a Department Director or Appointing Authority and are submitted on the proper form with supporting receipts.

Modifications to This Manual

This manual will be modified from time to time as conditions change. Members of management will normally initiate modifications and updates; however, any employee may suggest changes and discuss them with his/her supervisor. The City Council will be involved appropriately to review and approve changes. Appointing Authorities will be responsible for reconciling modifications with the City Charter.

Glossary of Definitions and Terms

Anniversary Date: The date an employee reports to work following appointment to a regular full-time or regular part-time position with the City of Milford. For purposes of performance evaluation, the review date shall be date of the most recent appointment or promotion.

Appointing Authority: City Manager or designee having the power of appointment over subordinate positions in any office, department, or division, or any person or group of persons having the power by virtue of ordinance or other lawfully delegated authority to make appointments to positions in the municipal service; Police Chief or designee having the power of appointment over subordinate positions in the Police Department.

Appointment: The designation of an individual to a position who has qualified for the appointment through an appropriate selection process.

Class: A grouping of positions that is sufficiently similar in responsibility, education and experience requirements that the positions will carry the same salary range, also known as Pay Grade.

Corrective Action: The process of correcting or addressing negative or unprofessional work performance and employee behavior.

Demotion: The movement of an employee from a position in one class to a position in another class having a lower salary range.

Department: A grouping of positions by function (i.e. Public Works Department, Finance Department).

Department Director: The individual responsible for overall operations of a department.

Discharge for Cause: Involuntary separation or dismissal from employment with the City of Milford due to unsatisfactory work performance or behavior.

Division or Office: A grouping of positions by function within a Department (i.e. Electric Division or Customer Service Office).

Exempt Employee: Professional, administrative and executive employees who are paid a fixed salary rather than an hourly wage and who are exempt from overtime provisions in the Fair Labor Standards Act (FLSA). Exempt employees do not receive payment for overtime hours worked.

Extended Family: Extended family shall mean: employee's aunt, uncle, niece, nephew or first cousin; employee's spouse's aunt, uncle, niece, nephew or first cousin.

FLSA (Fair Labor Standards Act): An act passed by the Federal Government in 1938, regulating minimum wage payments and overtime payments for non-exempt employees.

Family Member: Family member shall mean: employee's spouse, parent, child, step-child, grandparents, grandchildren, or siblings.

Immediate Family: Immediate family shall mean: employee's spouse, parent, child, step-child, grandparents, grandchild or sibling; the employee's spouse's parent, child, step-child, grandparents, grandchild or sibling; the employee's child's spouse.

Introductory Period: A trial period of six (6) months for a newly appointed or six (6) months for a promoted employee, during which an employee will receive frequent feedback regarding his/her performance. An employee may be placed on introductory status when transferred or promoted into a different position.

Job Description: See *Position Description* (below)

Layoff: The temporary, indefinite or permanent separation of an employee due to lack of funds, curtailment of work or abolishment of a position.

Non-exempt Employee: An employee who is not exempt from the provisions of the Fair Labor Standards Act of 1938. Non-exempt employees are normally paid overtime for hours worked beyond 40 in a week.

Office or Division: See *Division or Office* (above)

Pay Grade: The minimum and maximum compensation that a position can be paid.

Position Description: A summary document which defines the position title, i.e. department, reporting relationship, status, pay grade, schedule, summary of position, specific duties, education and experience requirements and any special knowledge and skill requirements essential to successful job performance.

Promotion: The movement of an employee from one position in one class to a position in another class with a higher maximum salary rate.

Pyramiding: Overtime pyramiding or overtime doubling is the (often mistaken) practice of counting the same hours against two different overtime limits. The most common example of overtime pyramiding is using hours that have been counted against daily overtime to calculate a weekly overtime limit.

Qualifying Exigency: Qualifying exigencies may arise when the employee's spouse, son, daughter, or parent who is a member of the Armed Forces (including the National Guard and Reserves) and who is on covered active duty or has been notified of an impending call or order to covered active duty. For purposes of qualifying exigency leave, an employee's son or daughter on covered active duty refers to a child of any age.

Regular Full-time Employee: An employee who normally and regularly works a full department weekly schedule.

Regular Part-time Employee: An employee who normally and regularly works less than a full department schedule, generally between twenty (20), but less than thirty (30) regularly scheduled hours per week.

Suspension: Involuntary time away from work imposed on the employee as part of the corrective action process.

Transfer: The movement of an employee from one department, division or unit of the municipal government to another.

Vacancy: An officially created, approved and funded position not currently filled.

EMPLOYEE ACKNOWLEDGEMENT FORM

The Employee Policy Manual describes important information about the City organization and I understand that I should consult with the Department Director or Human Resources Administrator regarding any questions not answered in the manual.

Since the information, policies and benefits described here are necessarily subject to change, I acknowledge that revisions to the manual or external policies, referenced within the manual, may occur. All such changes will be communicated through official notices and I understand that revised information may supersede, modify or eliminate existing policies. Only the City Council of the City of Milford has the authority to adopt any revisions to the policies in this manual, except as noted within the manual which designates authority to the Appointing Authority for external policy changes and updates.

Furthermore, I acknowledge that I have received a copy of the Employee Policy Manual and I understand that it is my responsibility to read and comply with the policies contained herein and any revisions which may occur.

Employee's Signature

Date

Employee's Name (Typed or Printed)

Section 2. Dates.

Introduction: March 12, 2018
Adoption (Proposed): March 26, 2018
Effective (Proposed): April 5, 2018

April 6, 2018

TO: Mayor and City Council
FROM: Eric Norenberg
Jamesha Eaddy
SUBJECT: Ord. 2018-08 – Follow-up Information

Purpose and Background

The City's personnel ordinance (policies and regulations contained in Chapter 55 of the Milford Code) was discussed during the City Council meeting on March 26. At that meeting Councilmembers requested additional information on the policies referred to in the draft Human Resources Policy Manual. The purpose of this memo is to review those additional policies and provide a status.

Discussion

There are a number of references in the draft Human Resources Policy Manual to other sections of the Manual or external administrative policies. The list below provides a guide to those references.

1. Public Records Policy – (see attachment 2)
2. Work from Home – This policy has been under consideration for some time. Based on the recent input of the City's new Human Resources Administrator, this reference is proposed to be revised to address reasonable accommodations (see attachment 1)
3. Leave Donation – please refer to page 26 within the Human Resources Policy Manual
4. Employee Recognition Policy – This policy has not been developed yet. We expect to be able to share a recognition plan with City Council during the budget process.
5. Flex Time – please refer to page 13 within the Human Resources Policy Manual
6. Family Medical Leave Act – please refer to page 23 within the Human Resources Policy Manual and the revision to the last paragraph of the FMLA section shown on attachment 1.
7. Smoke-Free and Tobacco-Free Environment – please refer to page 35 within the Human Resources Policy Manual and to proposed revised language shown on attachment 1.
8. Dress Code – This policy is under development. It will continue the current practice of deferring to department uniform policies, safety requirements and the expectation of business casual attire for those not in uniform. The current draft is attached. (see attachment 3)
9. Safety Work Boots – (see attachment 4)
10. Computing Resources Use Policy – (see attachment 5)
11. Safety and Vehicle Usage – (see attachment 6). In addition, the City's Safety Committee is working with our Workers' Compensation provider to develop a Citywide safety manual.

12. Cellular Telephone Policy (including Smart Phones) – (see attachment 7)
13. Drug-Free Safety Program Policy – This policy is under development in conjunction with the City's Safety Committee is working with our Workers' Compensation provider. The content of the policy will address regular training for employees and supervisory personnel.

Recommendation

It is recommended that Ordinance 2018-08 be approved with the revisions shown on Attachment 1.

Please contact either Jamesha or me if you have questions prior to the City Council meeting.

Working from Home: The following text is proposed to be substituted for the third paragraph in the Work Schedules Section on page 11:

Appointing Authorities may permit exempt employees to occasionally work from home, in lieu of regular work hours, where circumstances are deemed appropriate for an employee to be compensated for performing assigned responsibilities while working at home. Working from home requests must be pre-approved following the determination that all or significant components of the work can be done at home, operational needs of the department are met, and the work is considered official City business. In all cases while working from home, employees may be requested to provide additional documentation of work records, as deemed necessary by their supervisor. When the request to work from home is related to a medical situation, the employee must submit a request for a reasonable accommodation and that request will be reviewed and considered by the Human Resources Administrator and the Department Director. ~~adhere to the Work from Home Policy.~~

Smoke-Free / Tobacco-Free Environment: The following text is proposed to be substituted for the current section on page 35:

The City is dedicated to providing a healthy and productive work environment for employees, clients, visitors and contractors. The goal of the Smoke-Free Tobacco-Free Workplace Policy is to improve the health of employees and citizens by promoting tobacco use cessation. ~~The City respects the rights of employees who do not smoke.~~ The following policy applies: In accordance with State law there is no smoking allowed in any City building. In order that we convey a professional image to the public and are respectful of other current and future users of City vehicles, smoking and use of e-cigarettes or smokeless tobacco is prohibited in City vehicles and while working. Use of e-cigarettes is prohibited in City facilities and City vehicles.

~~Smokers~~ Tobacco or e-cigarettes may ~~smoke~~ be used during approved break times and at approved locations. If you have any questions about appropriate times and/or locations, please contact your supervisor. If you are ~~smoker~~ tobacco user and would like information about quitting, please contact Human Resources. Questions concerning the application of this policy should be directed to the individual's supervisor.

Family and Medical Leave Act Procedure (FMLA): The following text is proposed to be substituted for the last paragraph in this section on page 24:

For more specific information and procedures pertaining to the FMLA, contact Human Resources. ~~The employee must adhere to the FMLA Procedure Policy.~~

RESOLUTION 2013-26
A RESOLUTION OF THE CITY OF MILFORD, DELAWARE
FOIA & RECORDS POLICY

WHEREAS, requests are made of the City of Milford for public records, certain documents, correspondence and reports by person(s); and

WHEREAS, it is the policy of this State of Delaware and the City of Milford that the business of government be performed in an open and public manner so that citizens can "observe the performance of public officials" and "monitor the decisions that are made by such officials in formulating and executing public policy," 29 Del. C. § 10001, and that policy is guaranteed and implemented by the Freedom of Information Act, 29 Del. C. 100 (the "Act" or "FOIA"); and

WHEREAS, pursuant to 29 Del. C. § 10003, the City Council of the City of Milford hereby designates the City Clerk to serve as the FOIA Coordinator for the City of Milford; and

WHEREAS, the City Clerk shall serve as the point of contact for all FOIA requests and coordinate the responses thereto and may designate other employees to perform specific duties and functions hereunder; and

WHEREAS, the City Clerk and/or designee shall maintain a document tracking all FOIA requests and the document shall include the requesting party's contact information, the date the public body received the request, the public body's response deadline, the date of the public body's response (including the reasons for any extension), names, contact information and dates of correspondence with individuals contacted in connection with requests, the dates of review by the public body, the names of individuals who conducted such reviews, whether documents were made available, the amount of copying and/or administrative fees assessed, and the date of final disposition; and

WHEREAS, the City Clerk and/or designee shall make every reasonable effort to respond to a request within fifteen (15) days and if unable to do so, shall cite one of the reasons hereunder why more time is needed and provide a good-faith estimate of how much additional time is required to fulfill the request; and

WHEREAS, the City is not required to create records that do not exist at the time the request is made; and

WHEREAS, the City may authorize certain exemptions from such fees and charges, as deemed appropriate; and

WHEREAS, all requests for Law Enforcement Records fall under the jurisdiction and policies and procedures of the Milford Police Department and shall be immediately forwarded to the Chief of Police or his designee or made directly at the Milford Police Department.

NOW THEREFORE, IT IS HEREBY RESOLVED that the Mayor and Council authorize the following fees be charged for complying with a request under the FOIA, as applicable:

(1) Photocopying fees. - In instances in which paper records are provided to the requesting party, photocopying fees shall be as follows:

Standard-sized, black and white copies: The first 20 pages of standard-sized, black and white copies material shall be provided free of charge. The charge for copying standard sized, black and white public records for copies over and above 20 shall be \$0.10 per sheet (\$0.20 for a double-sided sheet). This charge applies to copies on the following standard paper sizes: 8.5" x 11", 8.5" x 14", and 11" x 17".

Oversized copies/printouts: The charge for copying oversized public records shall be as follows: 18" x 22", \$2.00 per sheet; 24" x 36", \$3.00 per sheet; documents larger than 24" x 36", \$1.00 per square foot.

Color copies/printouts: An additional charge of \$1.00 per sheet will be assessed for all color copies or printouts for standard-sized copies (8.5" x 11", 8.5" x 14", and 11" x 17") and \$1.50 per sheet for larger copies.

(2) Administrative fees. -- Administrative fees shall be levied for requests requiring more than 1 hour of staff time to process. Charges for administrative fees may include staff time associated with processing FOIA requests, including, without limitation: identifying records; monitoring file reviews; and generating computer records (electronic or print-outs). Administrative fees shall not include any cost associated with the public body's legal review of whether any portion of the requested records is exempt from FOIA. The public body shall make every effort to ensure that administrative fees are minimized, and may only assess such charges as shall be reasonable required to process FOIA requests. In connection therewith, the public body shall minimize the use of non-administrative personnel in processing FOIA requests, to the extent possible.

Prior to fulfilling any request that would require a requesting party to incur administrative fees, the public body shall provide an itemized written cost estimate of such fees to the requesting party, listing all charges expected to be incurred in retrieving such records. Upon receipt of the estimate, the requesting party may decide whether to proceed with, cancel, or modify the request.

Administrative fees will be billed to the requesting party per quarter hour. These charges will be billed at the current hourly pay grade (prorated for quarter hour increments) of the lowest-paid employee capable of performing the service. Administrative fees will be in addition to any other charges incurred under this section for copying fees.

When multiple FOIA requests are submitted by or on behalf of the requesting party in an effort to avoid incurring administrative charges, the public body may in its discretion aggregate staff time for all such requests when computing fees hereunder. Notwithstanding the foregoing, any Freedom of Information Act policy adopted by a public body pursuant to subsection (b) of this section hereunder may include provisions for the waiver of some or all of the above administrative fees; provided that such waiver shall apply equally to a particular class of persons (i.e., nonprofit organizations).

(3) Microfilm and/or microfiche printouts. -- The first 20 pages of standard-sized, black and white material copied from microfilm and/or microfiche shall be provided free of charge. The charge for microfilm and/or microfiche printouts over and above 20 shall be \$0.15 per sheet.

(4) Electronically generated records. -- Charges for copying records maintained in an electronic format will be calculated by the material costs involved in generating the copies (including but not limited to DVD, CD, or other electronic storage costs) and administrative costs.

(5) Payment. -- The public body may require all or any portion of the fees due hereunder to be paid prior to any service being performed pursuant to this section.

s/Joseph R. Rogers

Adopted December 23, 2013

	DRESS CODE	Page 1 of
Original Issue Date:	Last Reviewed: 03/29/2018	Revision Number:

PURPOSE AND SCOPE

The City of Milford strives to present itself as a professional service organization. Whether employees are providing services in the office, the community, or any service setting, employees are expected to present themselves in a professional manor. This policy is intended to provide guidance on what is acceptable at the City of Milford.

APPLICABILITY

This policy applies to all City employees and any person serving as a representative of the City of Milford.

UNIFORMS

All employees who are required to wear a uniform in accordance with the department and City of Milford policies shall do so. All uniforms shall be safe, clean, well-maintained, consistent with the nature of their job.

GENERAL GUIDELINES

The City of Milford maintains a business casual working environment. Due to a variety of work assignments and working conditions, the City understands that not all employees can dress business casual, however, they should use discretion in wearing attire that is appropriate for the office and customer interaction. All attire shall be clean, well-maintained, consistent with the nature of their job.

UNACCEPTABLE ATTIRE

In compliance with this policy, the following are examples of unacceptable attire:

- Torn, patched, or dirty clothing
- Any attire with non-City advertising, vendors, foul language or obscene images

City of Milford Personnel Ordinance

Section 615 Safety Work Boots

Safety Work Boots, which meet or exceed the requirement and safety standards, as defined by each department's duties will be purchased for the employees who hold the following positions, each fiscal year, during the month of October.

<u>Department</u>	<u>Position</u>
Public Works:	Director, Public Works
Electric:	Superintendent, Electric Electric Line Foreman Electric Lineman, Lead Lineman Electric Lineman, First Class Electric Lineman, Second Class Electric Lineman, Third Class Electric Utility Groundsman Meter/SCADA Technician Warehouse Manager Meter Technician I
Garage:	Head Mechanic
Water/Sewer:	Supervisor, Water & Sewer Water Treatment Operator Utility Crew Leader Utility Worker Water & Sewer Technician Meter Technician I
Streets & Solid Waste:	Supervisor, Streets & Solid Waste Assistant Supervisor, Streets & Solid Waste Streets Crew Leader Equipment Operator Construction Worker/Equipment Operator Solid Waste Driver Solid Waste Driver/Refuse Collector Refuse Collector
Customer Service:	Meter Technician II
Code Enforce/Inspections:	Code Enforcement Official
Parks & Recreation:	Director, Parks & Recreation Superintendent, Parks Park Technician I

A newly hired employee, filling any of the above eligible positions, will have their initial pair of safety work boots, purchased for them, after a successful three (3) months evaluation of their six (6) months introductory period.

Supervisors or their appointed department designee will be responsible to select the appropriate safety shoe(s) from an approved vendor of safety work boots, which meet the safety requirements of their department's approved positions, with a *maximum price to be established by the City Manager. The Supervisor or appointed department designee will arrange appointed times to take their employees to have a fitting of the shoes. Shoe purchases must be charged to the Supervisor's City of Milford credit card and once a purchase order has been completed, the credit card receipts should be forwarded to the Finance Department's Accounts Payable Administrator.

Police Officers of the Milford Police Department are hereby exempt from the provisions of Section 615 of chapter 55 of the Code of the City of Milford.

****FY 15-16: \$160.00***

****FY 16-17: \$160.00*** ***Approved: _____***
Eric P. Norenberg, City Manager



Computing Resources Use Policy (Includes Email and Internet Use)

General Statement

The City of Milford is committed to protecting the City's computing and networking infrastructure from inappropriate, damaging or illegal actions by individuals, either knowingly or unknowingly.

The City of Milford has developed and maintains computers, computer systems, and networks. These computing resources are intended for City-related purposes.

Although some limitations are built into computer systems and networks, those limitations are not the sole restrictions on what is permissible. Users must abide by all applicable restrictions, whether or not they are built into the system or network and whether or not they can be circumvented by technical means.

Applicability

This policy applies to all employees and users including, but not limited to employees, consultants, contractors, vendors, interns, volunteers and any others utilizing City of Milford computers or network. This policy includes all general computer system and network use, Internet use, and e-mail system use. Users are responsible for obtaining authorization through the completion and submittal of a *Computer/Network Access Authorization Form* necessary before proceeding.

(NOTE: Additional policies/guidelines may apply to specific computer systems or networks and the City's website.)

General Computing Resources Policies

- **Comply with all federal, state, and other applicable law - including city rules and policies – and all applicable contracts and licenses.** Examples of such laws, rules, policies, contracts, and licenses include the laws of privacy, copyright, censorship, obscenity, child pornography; and all applicable software licenses. Users are responsible for ascertaining, understanding, and complying with the laws, rules, policies, contracts, and licenses applicable to their particular uses.
- **Use only those computing resources that you are authorized to use and use them only in the manner and to the extent authorized.** Ability to access computing resources does not, by itself, imply authorization to do so. Users are responsible for obtaining authorizations through completion and submittal of a *Computer/Network Access Authorization Form* provided by the IT Manager. As stated on the form, accounts and passwords are to be protected by the user and may not, under any circumstances, be shared with, or used by, persons other than those to whom they have been assigned.
- **Respect the security of other users and their accounts, regardless of whether those accounts are securely protected.** Again, ability to access other persons' accounts does not, by itself, imply authorization to do so.
- Users may not reassemble and/or disassemble computer equipment belonging to the City of Milford without express permission from the IT Manager or the Appointing Authority.

- Additional rules, policies, guidelines and/or restrictions may be in effect for specific computers, systems, or networks, or at specific computer facilities at the discretion of the directors of those facilities.
- During daily operations and installation of approved software, all appropriate precautions are to be taken to detect viruses and prevent their spread.
- The introduction of viruses or the malicious tampering with any computer program or system is expressly prohibited.
- As there is no fail-safe way to prevent an unauthorized user from accessing stored files, employees must exercise care and caution when transferring information in any form.
- As indicated in the City's email policy, the use of Internet-related systems to access, transmit, store, display or request sexually explicit, or any other offensive or inappropriate material, is prohibited.
- The email system is not to be used to create any offensive or disruptive messages, including those which contain sexual implications, racial slurs, gender-specific comments, or any other offensive comments that address personal or class characteristics, an individual's age, sexual orientation, religious beliefs, national origin, disability or other characteristics.
- The email system shall not be used to send or receive copyrighted materials, trade secrets, proprietary financial information or other similar materials without prior authorization by the appropriate Appointing Authority.
- All files and/or attachments must be properly scanned before being loaded on a City computer. It is strongly recommended that the following attachments NOT be downloaded: Attachments found in email from an unknown source; attachments that have been forwarded through another email account; attachments containing an executable (.exe) file; attachments containing an unfamiliar file extension; and attachments where there is no description of subject/contents in the body of the email. Any individual discovering a virus shall report it immediately to his/her supervisor and the IT Manager.
- Users must comply with all federal, state, and other applicable laws, city rules and policies, and all applicable contracts and licenses as well as conforming to all applicable statutes and regulations governing public records, records retention and public disclosure.

Computer/Network Use Policy

All users of the City's computing resources must abide by the following policies:

- **Install only approved software and hardware.** Installation of any new software or network hardware or software that will affect any other user outside the department must be approved by the IT Manager prior to its installation.
- **Report any technical problems to the IT Manager.**

Internet Policy

Internet access is to be conducted in a responsible and professional manner, reflecting the City's commitment to ethical and non-discriminatory government practice. It is also the City's desire to protect the organization, as much as possible, from viruses or illicit attempts to access the City's system.

All users of the City's Internet access must abide by the following policies:

- Internet access is to be utilized for the conduct of City business.
- Minimal, incidental personal use is acceptable within the parameters of this policy. Personal use of the Internet should not interfere with the performance of the

employee's job duties or impact the performance of the computing environment. Under no circumstances shall an employee download files (music, photos, screensavers, programs, applications, forms, documents, etc.) for personal use.

- Resources of any kind for which there is a fee shall not be accessed or downloaded without the approval of a Department Director.

Email Policy

The City of Milford maintains an electronic mail system to conduct City business and as such, it is not for personal use. All email messages composed, sent, received and/or stored are the property of the City and not the property of the user.

- The email system may not be used to solicit or promote any commercial ventures, religious or political causes, outside organizations or other non-job-related solicitations.
- City-owned computing equipment and communications on such equipment maybe considered a public record.
- Employees are not authorized to read any electronic mail messages that are not sent to them or to gain access to another person's file without the latter's permission.
- Any email sent from the City of Milford shall be treated the same as any other outgoing communication, written in a professional and appropriate manner.
- Remote access to the email system for fulltime employees is subject to written approval by the Department Director. Any remote access by part-time hourly or FLSA non-exempt employees requires written approval of the Appointing Authority.

Enforcement

Users who violate this policy may be denied access to city computing resources and may be subject to disciplinary action including suspension or termination of an individual's right of access to the City's computer resources, disciplinary action by appropriate City authorities, referral to law enforcement authorities for criminal prosecution, or other legal action, including action to recover civil damages and penalties.

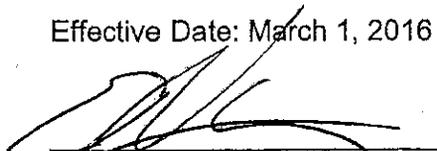
The City reserves the right to inspect an employee's computer system for violations of the above guidelines, or for any other purpose, upon written authorization by the respective Appointing Authority.

Security

The City may occasionally implement network monitoring. Results of any such general or individual monitoring, including the contents and records of individual communications will be provided to the appropriate supervisor, Department Head, or Appointed Authority. Such results may be used in appropriate disciplinary proceedings.

If you have questions regarding appropriate use of the Computing Resources, please contact your supervisor, the HR Manager or your respective Appointing Authority.

Effective Date: March 1, 2016



Eric Norenberg, City Manager



OFFICE OF THE CITY MANAGER
ERIC NORENBURG, ICMA-CM
302.424.3712, FAX 302.424.3558

201 SOUTH WALNUT STREET
MILFORD, DE 19963
www.cityofmilford.com

December 1, 2016

TO: All City Employees
FROM: Eric Norenberg, City Manager
SUBJECT: Safety and Vehicle Usage

One of my highest priorities is that each and every City of Milford employee goes home in the same or better condition as they arrived to work. Another priority is that we convey a professional image to the public and demonstrate that we take good care of the equipment and resources entrusted to us.

Accordingly, effective immediately:

Seat or Safety Belt Usage: In accordance with State law, all City employees when operating or riding in a City or personal vehicle or operating equipment while at work must use a seat belt or safety belt if the vehicle or equipment is so equipped. Seats and safety belts play a vital role in occupant safety. If the vehicle or equipment has a malfunctioning a seat or safety belt, please notify your supervisor immediately so it can be repaired.

No Smoking in City Buildings, Vehicles or While Working: In accordance with State law there is no smoking allowed in any City building. In order that we convey a professional image to the public and are respectful of other current and future users of City vehicles, smoking is prohibited in City vehicles and while working. Smokers may smoke during approved break times and at approved locations. If you have any questions about appropriate times and/or locations, please contact your supervisor. If you are a smoker and would like information about quitting, please contact Human Resources.

Cellular Telephone Usage While Driving: The impairment associated with drunk driving and texting while driving is similar, according to the National Highway & Transportation Administration. In accordance with State law and best safety practices, no one may text while operating a City or personal vehicle or equipment while at work. In addition, employees are required to use hands-free technology to talk on a cell phone while driving. Alternatively, if no hands-free device is available, the driver shall ignore any incoming calls and wait until stopped at a safe location to make or return a telephone call.

Anti-Idling: Vehicle idling gets zero miles per gallon and unnecessary idling wastes fuel, pollutes and risks theft. Running an engine at low speed (idling) also causes twice the wear on internal parts compared to driving at regular speeds. No City vehicle or piece of equipment is to be idled in a non-emergency situation. The operator of the vehicle/equipment is to turn-off the unit and the keys are to be removed from the ignition and kept secured. Exceptions: Emergency vehicles or utility equipment at scenes / job sites where lights, PTOs, and/or other accessories are needed to accomplish the assignment and during severe inclement weather situations when the supervisor authorizes the use of the vehicle/equipment heater-defroster for the work crew's comfort.

Drug Free Workplace: As drug and alcohol use can be detrimental to safety and productivity in the workplace, the City is committed to being a drug free workplace. Accordingly, employees are reminded that employees are prohibited from use of drugs or alcohol that could impair their performance while at work. This includes any consumption of alcohol during a lunch break during the workday.

I issue these directives in order to better assure the safety of each and every employee and fellow drivers on the road, to be responsible stewards of the City's equipment and resources, and to convey to the public that we are responsible drivers and respectful of the laws of Delaware. I expect everyone to feel equally committed to adhering to these directives. However, if that is not the case, the Director / Superintendent of each department/division is responsible for the discipline of employees found to be violating these directives. Discipline will be per City disciplinary procedures, any union contract, and in a progressive manner. (In addition, any violation of Delaware laws and resulting tickets/citations are the responsibility of the employee).

I, _____, acknowledge that I have received and read a copy of this memo.
(print name)

Employee Signature: _____ **DATE:** _____



Cellular Telephone Policy (including Smart Phones)

Purpose

To establish guidelines for cellular telephone acquisition and usage and to provide for allowances.

Definitions

Cellular telephone (or cell phone): Hand-held mobile radiotelephone using cellular radio network, includes smart phones that combines cellular telephone capabilities with the ability to send and receive e-mails, access applications, and browse the Internet. Examples include Blackberry or Android devices.

Communication Allowance: A benefit-taxable payment, paid monthly through payroll, to FLSA Exempt employees and Non- Exempt employees with permission of the City Manager, for being available for urgent city business beyond normal business hours, or while out of the office, through the use of a personal cellular phone or other communication device. Any employee authorized for the Communication Allowance must notify their supervisor, immediately, if their cellular service ends or is interrupted.

Policy

1. It is the City's goal to provide the highest standard of service to our community. The City of Milford may issue cellular telephones to employees who work in areas or on assignments where standard City telephones, the City's radio system or other forms of electronic communication equipment are not readily available and where such use will benefit the City and its residents. City-funded cellular telephones are intended to enable staff assigned to special functions to operate more effectively, efficiently and safely in the completion of their assigned responsibilities.
2. Use of telecommunications resources (including cellular telephones and the associated service) shall be in compliance with the City of Milford employee policies and other related regulations. Staff using a city-issued cellular telephone should be aware that such devices may have the ability for the City to track the location of the device. Employees are responsible for safe use of cellular telephones when operating vehicles and equipment, therefore, employees should follow the guidelines established in the City's Safety Manual and follow the laws of the State of Delaware.
3. Possessing a city-issued cellular telephone is a tool and all employees are expected to use them responsibly. Employees are responsible for the care, protection and appropriate usage of these resources.
4. Personal use of the City-issued cellular telephone is limited to emergency or pressing reasons, preferably during breaks or meal periods. A short call(s) home or to the family, etc. by City employees when required to work extended hours shall be considered a business call. The employee is responsible for reimbursing the City for costs incurred when personal usage results in charges to the City for excess minutes, data usage or text messages not included in the City's plan. Misuse, including excessive personal calls or excessive personal use of data services, of a City-issued cellular phone may result in disciplinary action. The following are unauthorized uses of a City-issued cellular telephone:
 - a. Any calls that could be appropriately made from an available standard City telephone;

- b. Any call made in relation to an employee's personal business enterprise or their participation/membership in a non-City-related organization (e.g. political or religious groups or service clubs);
 - c. Any call for the purpose of entertainment, such as any 900 call;
 - d. Any prohibited email communication, text message or Internet access or usage as outlined in Computing Resources Policy;
 - e. Any communication of an obscene, threatening, demeaning, harassing or otherwise offensive nature that would be illegal, prohibited or inappropriate under City employee policies, regulations or the laws of the State of Delaware.
5. Cellular telephone contract minutes for City-issued cellular phones should be the smallest plan available to accommodate the particular business need. The City's Finance Department will review the Cellular/Data Plans, with the Department Heads, periodically to ensure the most cost effective plans are in use or at any time that unusual activity or usage is reported or identified.
 6. Cellular telephones and smart phones purchased by the City and assigned to employees will be selected to be both cost-effective and meet the work-related needs of the assignment.
 7. The City Manager and Police Chief are authorized by City Council to have a City-issued cellular telephone or "communication allowance". All other City of Milford employees must have the authorization of the City Manager to be issued a City cellular telephone or to receive a monthly communication allowance in lieu of a City-issued cellular telephone. Communication allowances will be paid through payroll and are subject to payroll taxes. Allowances or City-issued cellular telephones will be provided, with the City Manager's authorization, as follows:

Who	Allowance		City-issued cell phone
Department Heads and designated employees, who are on call nights and weekends and must have "data" access	\$40/month	OR	\$40/month
Employees who are on call nights and weekends and only need voice communication when City radio services are not available or assigned	\$20/month		
"On-call" employees – rotating cell phone			\$20/month

Public Records

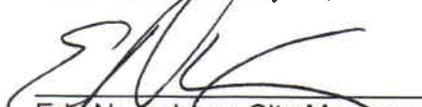
Any records that arise out of City business being transacted on a City-issued cellular phone are public records and need to be held and disposed of in accordance with the City's public records policy. Public records are not to be stored on a personal device, if public records are received on a personal device they are to be transferred to a City server or other appropriate media for proper records retention.

Violation

Employees violating this policy may be subject to disciplinary action in accordance with City policies, departmental operating procedures and/or collective bargaining agreements.

If you have questions regarding appropriate use of this policy, please contact your supervisor, the HR Manager or your respective Appointing Authority.

Effective Date: July 25, 2016



Eric Norenberg, City Manager

MILFORD CITY COUNCIL
MINUTES OF MEETING
February 26, 2018

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, February 26, 2018.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Arthur Campbell, Lisa Ingram Peel, James Burk, Owen Brooks Jr., Douglas Morrow and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and Deputy City Clerk Christine Crouch

COUNSEL: City Solicitor David Rutt, Esquire

ABSENT: Councilpersons: Christopher Mergner and James Starling Sr.

CALL TO ORDER

Mayor Shupe called the Council Meeting to order at 7:12 p.m.

INVOCATION AND PLEDGE

The Pledge of Allegiance followed the invocation given by Councilmember Wilson.

RECOGNITION

Milford Police Department Recognition

Chief Brown recognized the following individuals:

Captain Lewis Sacks of Carlisle Fire Company
Sergeant Robert Masten
PFC Niger Golding
Dispatcher Valerie Springer
Detective/Corporal Timothy Maloney

Chief Brown reported that Officer Joles made a traffic stop in the Milford Plaza on Saturday, February 17, 2018 at approximately 11:00 a.m. The driver was wanted and became resistant to the arrest and began to physically resist the Officer. Captain Sacks saw the altercation and assisted with restraining the driver until further backup arrived.

Chief Brown presented Captain Sacks with a Certificate for going above and beyond in helping with the apprehension of a local fugitive.

Chief Brown then reported that next officers had already received their awards, but he wanted additional public recognition.

Sergeant Robert Masten was presented the Milford Elks Lodge 2401 Police Officer of the Year on February 16, 2018. Sergeant Masten began his career in 2002 and was promoted to Sergeant in December 2015. He is presently the School Resource Officer who supervises two other SRO's. He is also in charge of the Community Policing Unit. He also maintains the Department's social media pages 24/7 and is in constant communication with Chief Brown which is the reason Sergeant Masten was selected for this award.

Patrolman First Class Nigel Golding was awarded Officer of the Quarter for the last quarter of 2017. He received that award because he volunteers for a lot of extra duty and always steps up when he is needed. He is a true ambassador to the Police Department with the Downtown Merchants and is often complimented by them.

Dispatcher Valerie Springer was awarded the 2017 Civilian of the Year for her dedication to the department because of the amount of time she puts in. She always filling in for someone who is unavailable which often involves double shifts.

Dispatcher Springer also provides animal welfare services to animals in need and most recently nursed an injured owl back to health. She is an all around dedicated employee.

Detective/Corporal Timothy Maloney is Milford Police Department's 2017 Officer of the Year. Detective Maloney was also awarded the second Officer of the Quarter in 2017. He was chosen out of four officers who receive quarterly awards.

Detective Maloney goes above and beyond, is a great investigator always willing to handle what comes his way according to Chief Brown. He makes himself available to patrol units for information and advice. He is also the Department's representative at Delaware Special Olympics and heads the Department's Relay for Life Team. In addition, he is also a Public Information Officer.

Chief Brown then introduced his newest recruits Patrolman Kyle Breckner and Patrolman Brett Malone who began training at the Delaware State Police Academy in September 2017 and graduated February 16, 2018.

Patrolman Breckner is also an active Air Force Reservist and Patrolman Malone completed his Master's Degree this past spring. He worked last summer as a Rehoboth Beach Seasonal Officer. They are presently in the 12-week field training program at the Department.

Chief Brown then asked to have photos taken.

COMMUNICATIONS AND CORRESPONDENCE

Mayor Shupe referenced the Notice to Qualified Voters in the City of Milford announcing that special voter registration times are scheduled on February 28, March 8 and March 24, 2018. The information is available on the City's website or people may call the City Clerk's Office who can confirm someone's eligibility and/or voter status.

UNFINISHED BUSINESS

Authorization/Green Energy/City Fund Amendment

City Manager Norenberg reported that a few weeks ago, the Public Works Committee met and one item discussed was the recommendation from the Public Works Staff and DEMEC related to the Green Energy Fund.

The City of Milford Green Energy Fund was implemented on January 1, 2007 pursuant to the Delaware Renewable Energy Portfolio Standards Act. This policy enabled Milford to establish an independent, self-administered fund separate from the state's Green Energy Fund, to support energy efficiency technologies, renewable energy technologies or demand side management programs. To date, Milford customers have received grants for 19 photovoltaic and 23 geothermal projects.

This program was discontinued at the end of 2017 in favor of a better free option offered by the United States Energy Star Program mainly due to the number of applicants and long waiting list to be funded.

The City of Milford is building its account up again and currently has \$22,055.59 in the Green Energy Fund. DEMEC recommends the City of Milford shift its focus from individual grants to supporting community wide energy improvements such as LED streetlights or municipal building climate system upgrades. Those items will benefit the entire community and match a similar path taken by several other DEMEC members.

Councilmember Peel moved to authorize support of the community-wide project for Green Energy Funds, seconded by Councilmember Morrow. Motion carried.

Schedule/Joint Public Works & Finance Committee Meeting

Mayor Shupe asked the members of this committees to let him know if they are available March 19th to discuss the Capital

Improvements Plan.

NEW BUSINESS

DNREC Mosquito Control Agreement

Councilmember Wilson moved too approved the annual Mosquito Control Agreement for spraying services in Milford, seconded by Councilmember Burk. Motion carried.

When asked about the time frame, Mr. Norenberg advised that anyone can sign up through the statewide website and notifications will be provided via email or text if their zone(s) are scheduled for spraying that evening. In addition, notices are typically added to the City website if received early enough during the day.

Opioid Crisis Discussion

City Manager Norenberg advised that there has been a lot of attention given to the opioid crisis and how the products are being produced by various pharmaceutical companies.

Jamie Nutter introduced himself stating he is an attorney with Parkowski, Guerke & Swayze, P.A., with offices in Dover, Rehoboth Beach and Wilmington. Along with Marc J. Bern and Partners, a New York-based firm, they have been retained by and are representing local jurisdictions in Delaware which include the City of Dover and Kent County. They are engaged in lawsuits against the manufacturers and distributors, prescribers and/or the pharmacists who have been the most egregious in fueling the epidemic. It is an epidemic because more than 300 Delawareans died in 2006 from overdoses and more than 42,000 people nationally.

Mr. Nutter reported that the rate of overdose deaths in Delaware exceeds deaths by car accidents.

Of the slightly less than one million people in Delaware, last year there were 860,000 opioid prescriptions issued in Delaware with a total of more than 50 pills per person prescribed. That includes those that use and those that do not but does not include all the illicit opioids available through the market.

He noted this the first time he has presented this in an open session though it is intended to be informative and that no action be taken this evening.

He reported that Kent County Levy Court commissioners agreed to bring a lawsuit against the pharmaceutical industry, alleging it has played a major role in the current opioid epidemic.

The decision to retain legal representation was made in a 5-1 vote at the county's Tuesday meeting. Kent County first responders spoke at one of their meetings sharing that they had been dispatched to almost 700 overdose incidents last year.

According to the National Institute on Drug Abuse, more than 115 Americans die from opioids every day.

Commissioners retained Parkowski Guerke and Swayze P.A. and Marc J. Bern & Partners who has been involved in several opioid-related suits. The litigation will be brought at no cost to the county unless a settlement in the case is reached or the lawsuit is won.

Dover City Council announced its plan to do the same earlier in February — retaining the same legal team. Kent County and Dover joined in the national trend of municipalities, counties and states bringing suits against large pharmaceutical companies.

He then referred to several handouts (see packet) involving litigation and associated payouts as a result of the abuse of prescription opioids.

Mr. Nutter pointed out there are medical uses for which opioids are appropriate including post traumatic surgical procedures, particularly for cancer and end of life care. However, the medical community was misled about the safety of opioids when used to treat chronic pain for longer than twelve weeks.

Between 2015 and 2016, Delaware saw a 40% increase in overdose deaths which is considered statistically significant. Delaware has one of the highest opioid prescribing rates in the Country is shown on 2012 Prescribing Rate Map.

Mr. Nutter then spoke about the role of small local jurisdictions and the reason they are bringing litigation and lawsuits. He explained that many local jurisdictions are heavily affected by the crisis and have decided to take action. It has been analogized to tobacco litigation. However, the opioid crisis impact to local jurisdictions is unique because they do not have the medical resources needed to properly respond. It has societal and economic implications that are profound. It is destroying the fabric of these communities in many ways, causing havoc to their budgets. The head of Sussex County EMS confirmed they also responded to more than 700 calls last year for opioid overdoses.

Though he is unable to provide the economic analysis of how certain things that can be attributed to litigation, they believe that litigation has a beneficial impact in that it is already changing the behavior of the companies and manufacturers. He referenced one company has stated they will stop marketing the drug to US Doctors and will no longer have a sales force that is contacting doctors to solicit their business and request they prescribe Oxycontin as opposed to other drugs.

He emphasized there are other drugs that are not as addictive that offer pain relief.

Mr. Nutter explained these suits are important to help combat the ongoing opioid crisis. Aggressive marketing has flooded the state with highly addictive drugs under a false pretense that the risk was very low. Grant money is being allocated for opioid addiction treatment and recovery programs. However, they are funded through private entities and not the manufacturer or distributor who has really profited. The litigation will hopefully force them to despair the massive amount of money they made and force them to change their marketing and informational campaigns being used to induce doctors and prescribers to turn to this as a first choice treatment as opposed to a more conservative treatment approach.

Highmark recently announced they will no longer pay for a new patient, first-time user any longer than a seven-day supply.

The attorney emphasized these are some changes as a result of the much needed attention and litigation. He added that Delaware is number one in the Country in the rate of high dose opioid prescriptions, number two for prescribing of extended release prescription opioids and has a neonatal abstinence syndrome three times the national average. In addition, it estimated that about 32,000 people use prescription opioids for non-medical purposes.

He reported that the litigation is brought under a no-cost basis for any town or jurisdiction interested for a straight contingency. Costs are only recoverable if there is a recovery or financial settlement.

Mr. Nutter concluded by stating that the litigation is more personal to his law firm. The firm's Founding Partner Mark Bern's 31-year-old son died of an opioid dosage as a result of a shoulder injury and was provided pain medication which he became addicted to. There are estimates that as many as 80% of today's heroin users started with prescription medications.

When questioned, Mr. Nutter reported that this involves all ages, all demographics, incomes, etc.

Mayor Shupe asked what the money recovered from the litigation is used for in terms of damages; Mr. Nutter stated the amount of grants, policing and emergency responses. For example, Narcan or Naltrexone are direct damages. There are also indirect damages such as simulation of the tax base. The CVS has placed a value on every dose and the loss of that person as a productive member of society though that is more difficult to quantify. In Delaware, damages do not have to be named up front. In most cases, a forensic economist would come in to look at the budget and what is being paid, the tax revenue, the rate of delinquency and see if there is any statistical correlation to be found.

Perspective relief can also be considered and what the City will need in the future to meet this crisis. Even if there were no opioids around today, there is still a segment of the population that is addicted and struggling with addiction and going to need services.

Councilwoman Peel asks if that includes implications for the School District in the special ed services that are provided for the children who are born addicted. Mr. Nutter said he is unsure if that has been made a direct damage at this point though he has seen that in Delaware, of the more than 1,000 new students, 80% classify as special ed which is significant though it needs to be more on a State level.

City Solicitor Rutt then questioned Mr. Nutter.

He asked how many total jurisdictions the New York firm Mr. Nutter works with has across the country. Mr. Nutter stated more than fifteen in Pennsylvania, many in South Carolina, some in Delaware and some in Virginia. He said there are more than 3,000 counties in the United States where individuals are so deeply involved at this point, that by the end of the year, approximately 85% will be pursuing something.

Mr. Rutt said of this firm, asked if it is 50; Mr. Nutter said he does not want to misspeak, but knows that in Pennsylvania there are more than 15 and in Delaware there are two as well as multiple cases in South Carolina and Virginia.

Mr. Rutt asked how many total across the county have joined in this litigation; Mr. Nutter explained they would bring their suits in either New Castle or Sussex County Superior Court. They believe the people of Kent and/or Sussex County should determine the damages.

Mr. Rutt confirmed that it would not be brought in federal court to be consolidated with the other litigation in Cleveland; Mr. Nutter stated that is one avenue that others are going to, though it is not his firm's preferred choice, because they believe there are active negotiations ongoing. At some point, a global settlement will be reached which will be brought down to the local level as well. The State of Delaware has filed in Delaware Superior Court and a lot of individual jurisdictions are filing within their own State Courts though the manufacturers want everything brought in front of one judge to try and reach a global settlement more quickly. However, his firm believes the best way to maximize recovery and impact for local communities are through that community's state court.

Mr. Rutt asked who would be the defendants and whether it is the individual drug companies or advocacy groups like Pharma, Cardinal Health, etc. Mr. Nutter explained the individual manufacturers and distributors, all of which have already paid fines and/or substantial settlements with government entities. Some pharmacies have also been named in Delaware's complaint. Eventually the individual doctors may be involved.

Mr. Rutt said that one theory of recovery would be misrepresentation and asked if there are other theories of causation or is that being advanced in the litigation that has been filed; Mr. Nutter stated yes, there is consumer fraud action, an individual cause of action under the Delaware Consumer Fraud Act. There are other actions though they are limited to action by the Attorney General.

Mr. Rutt stated that Mr. Nutter referenced damages and some are not hard fast damages adding that Milford does not provide emergency medical such as ambulance services. The City's expenditures in this situation would probably only be the Police Department. To quantify that, he asked if it would be necessary for the City to look at what was expended by the Police above and beyond the normal routine work the officers provide.

Mr. Nutter responded by stating there is a definitely a tie-in between how the population has grown versus how the number of police officers has grown. One of the theories of defense is that the government has a duty to perform these essential government services anyway and therefore, there are no damages and is one of the defendant's potential arguments in the case of local governments.

The support for organizations like Carlisle Fire Company and if they have grown in a statistically significant manner and the effect on their funding is being used along with a host of other things that will need to be examined.

Mr. Rutt asked if the City would have to do an analysis first to provide data to the forensic economist and in fact, spend its own time and expense to provide this information. Mr. Nutter noted that most of the budgetary and historical data is available to the extent there would be a collaborative relationship where they would anticipate the laboring work while working with someone in the town to provide the information.

Mr. Rutt explained that he is trying to find out the expectation of the City in the litigation because the client does not just sit there and let it happen in front of them. Instead the client must be involved so there is a need for input from the client and what does his firm expect from the City and staff to provide; Mr. Nutter said they would work together to pin down a division of labor. The purpose tonight was to bring more of an introductory aspect and to engage input. If there is interest in moving forward, he would be able to answer a lot of those questions more fully. But basically, they cover everything.

Mr. Rutt asked what the percentage if there is a recovery; Mr. Nutter stated 25%. Mr. Rutt then confirmed if there was no recovery, there would be no cost. Mr. Nutter agreed adding that is inclusive of costs that are advanced.

Mr. Rutt said if there is a recovery, how would the costs be determined and would it be the hourly rate of the forensic expert or a shared cost across all plaintiff recovery; Mr. Nutter explained that some jurisdictions have suggested they want their own but if they depose one doctor who was the opinion leader and pay for the video taping of the deposition that is used in all of the cases, it would only be that proportional share.

Mr. Rutt asked if one forensic expert will be used for everyone or would there be a forensic expert for each individual jurisdiction; Mr. Nutter answered that they would use one individual forensic expert most likely, though he was suggesting more on the deposition side or in relation to the larger carrying costs associated with all the claims common to the litigation.

There being no further questions by Mr. Rutt, Mayor Shupe thanked Mr. Nutter for providing the information.

EXECUTIVE SESSION

Councilmember Peel moved to go into Executive Session reference the below statutes, seconded by Councilmember Wilson:

Pursuant to 29 Del. C. §10004(b)(4) Collective Bargaining Matters
Pursuant to 29 Del. C. §10004(b)(9) Discussion of Personnel Matters

Motion carried.

Mayor Shupe recessed the Council Meeting at 8:11 p.m. for the purpose as is permitted by the Delaware Freedom of Information Act.

Return to Open Session

Council returned to Open Session at 9:12 p.m.

MPD Teamsters Negotiations
Performance Evaluations (Council Appointees)

Mayor Shupe announced that no action was required.

ADJOURNMENT

There being no further business, Councilmember Burk moved to adjourn the Council Meeting, seconded by Councilmember Campbell. Motion carried.

The Council Meeting adjourned at 9:13 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
March 12, 2018

The City Council of the City of Milford met in Workshop Session on Monday, March 12, 2018 in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware at 6:02 p.m.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Christopher Mergner, Arthur Campbell, Lisa Ingram Peel, James Burk, Owen Brooks Jr., Douglas Morrow and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

ABSENT: Councilmember James Starling Sr.

City of Milford Strategic Plan Discussion

Milford's ICMA Local Government Management Fellow Evan Miller was also present.

Associate Policy Scientist Fran Fletcher and Assistant Policy Scientist Leeann Moore from the University of Delaware's Institute of Public Administration were present to facilitate the workshop and obtain some additional feedback from City Council.

Ms. Fletcher recalled that at the last meeting, they provided an opportunity to put some phrases together which resulted in three short and three longer visions. She then read the selections:

1. Milford a collaborative community with a small town feel that cares about providing opportunities by supporting its residents, attracting business and welcoming visitors.
2. Milford, with its small town feel, is a collaborative, caring community which supports residents, attracts businesses and welcomes visitors.
3. Milford is the caring, collaborative community with a small town feel that provides opportunities by supporting residents, attracting businesses and welcoming visitors.
4. A diverse collaborative community with a small town feel.
5. A small town feel—big time opportunities.
6. A caring, collaborative river town where you belong.

Ms. Fletcher then asked for Council to select the final vision. She reminded Council that the vision is the big overview, umbrella of what Milford aspires to be, will always be that way and never has to change.

Council followed with a discussion about portions of each selection.

Mayor Shupe liked number five adding it seems to be a good sales pitch. Councilman Mergner feels that another piece should be added.

Mayor Shupe said he likes the second portion of number two 'which supports residents, attracts businesses and welcomes visitors'.

Mayor Shupe had to leave the meeting unexpectedly due to a personal matter. Vice Mayor Morrow then assumed the duties of presiding officer.

Several examples were then talked about though most members favored the ‘small town feel, big time opportunities’ though everyone agreed something else needed to be added.

It was agreed to select the mission and values before a final decision was made on the plan’s vision.

Ms. Moore then referenced the mission and core value choices shown in the Council packet.

She explained that at the last meeting, Council also discussed mission options. The results of that discussion have been narrowed down as follows:

1. The mission of the City of Milford is to provide proactive and responsive municipal government services that continue to improve the overall quality of life for all, in an efficient and cost-effective manner.
2. The mission of the City of Milford is to meet the needs of a growing diverse community by designing plans, managing resources, and creating innovative practices, which are sustainable and economically feasible for the long term.
3. The mission of the City of Milford is to provide proactive, responsive services and fulfill the needs of its diverse community by using innovative and sustainable methods.

Members of Council then chose number three as their favorite mission statement.

Ms. Moore also referenced the discussion at the last Workshop where Council voted on a list of values. Based on those choices, the top five values are:

1. Open and Honest Communication: Effectively and clearly communicate ideas, information, and expectations between team members and to our community in a responsible, transparent manner.
2. Reliable: Ensure and provide consistent, quality services that residents and customers can depend on
3. Respect for Diversity and Equity: Foster and support a culture that values the rich heritage of the City and experiences of our community members, while providing services impartially and fairly to all.
4. Stewards of our Resources: Make the best use of resources, in the short and long term.
5. Commitment to Excellence: Tackle objectives quickly and positively, going above and beyond basic requirements, to create a service-oriented culture through teamwork and collaboration.

She asked if Council believes this list encompasses the values of this community adding that all five will be listed. She asked if anything is missing or something seems inappropriate.

It was agreed to move forward with the five values, noting that the mission is also now complete.

They will now circle back to the vision after they review the content of the plan. Ms. Moore stressed this is a draft plan in content only. The graphics, visuals and what the final document will look like has not been finalized. However, they want the content solidified before the graphics are finalized.

The title will be Press, Play: Vision 2023

That title covers the time frame of the strategic plan though it can periodically be updated.

Ms. Moore briefly reviewed each section of the draft plan (see attached).

THE PRELUDE

- CITY MANAGER'S LETTER
- CITY COUNCIL PROFILE
- EXECUTIVE SUMMARY
- THE PLANNING PROCESS
- VISION,
- MISSION
- VALUES

OUR CITY

- DEMOGRAPHICS
- CITY GOVERNMENT STRUCTURE
 - Overview of City Departments
 - Milford Organizational Chart

CURRENT STATUS/UNDERSTANDING TODAY /WHERE ARE WE NOW?

- NATIONAL CITIZENS SURVEY
- COMMUNITY CONVERSATIONS
- MEETING WITH CITY STAFF
 - Overview of Past Plans
 - Overview of Current Initiatives

LOOKING FORWARD

- PUBLIC SAFETY
- ECONOMIC HEALTH & VITALITY
- NEIGHBORHOODS & RECREATION
- MOBILITY
- FISCAL RESPONSIBILITY & COMMUNITY ENGAGEMENT

COMMUNITY PARTNERS

COMMUNITY CONVERSATION PARTICIPANTS

GLOSSARY

APPENDICES

- A: NCS COMMUNITY LIVABILITY REPORT
- B: NCS DASHBOARD SUMMARY OF FINDINGS
- C: COMMUNITY CONVERSATION QUESTIONS
- D: PRIORITY AREA CHARTS

A copy of this draft is also published on the website and a few emails with comments have been received.

Comments were than taken from the public (inaudible).

Ms. Moore responded by providing a synopsis of each of the five priority areas. They include public safety preparedness,

economic health and development, mobility and infrastructure, neighborhoods and community services and fiscal responsibility and community engagement.

The purpose of tonight's workshop was to provide the public an opportunity to weigh in on these issues in the strategic plan. As a result, Vice Mayor Shupe then officially opened the floor to public comment. No one responded.

ICMA Fellow Evan Miller then read into record the following two comments received via email. He further explained that he sent an email to the Community Conversation attendees (approximately 140). Only two comments were received for inclusion in the packet, though a third response was received today.

See below:

- (1) Bike path extensions. Revitalization of downtown, in the short-term could utilize older vacant buildings to show movies. One impediment to building up downtown is traffic, should be no parking on Walnut and idle cars can be parked behind buildings. Mention of creating a special historical Milford attraction, such as a train or horseback riding.
- (2) More restaurants and fewer businesses that offer little to the walking public and visitors. More American or ethnic food. Businesses similar to Irish gift shop offering items can't buy elsewhere. Book/gift shop. Revitalize Penny Square to include a place offering cool toys or another coffee and bakery or donut shop. Deli that offers sandwiches and subs with open air markets. High end condos that create residency downtown and appeals to the younger generation.
- (3) The only logical way toward achieving a vibrant downtown I believe is to make available upscale multi-dwelling housing within close proximity to the downtown. Bay Health (new center going in South of town) and Nationwide Health (has purchased the old hospital center) is a huge opportunity, like no other Milford will ever see at least within our lifetimes. However, I haven't seen or heard of a whole lot of deep-rooted discussion and outreach efforts being conveyed to Bay Health and Nationwide. Downtown Milford, Inc. for example doesn't seem to have the slightest clue about real economic development or even want to begin talking about real promising opportunities such as this. Meanwhile, the downtown continues a long and dismal cycle of very short-lived small businesses coming and going. There is only much more room for improvement. The experience of walking around the downtown and river walk is not very pleasant, as of recently I am more frequently being approached by panhandlers. I live on the 200 block of South Walnut Street and seem to be constantly picking-up more and more trash litter out of my yard. The loss of Touch of Italy Restaurant (if I'm correct that the deal has fallen through) is an example of a blown opportunity.

A very significant threat to Milford is the fact that the average household income is significantly lower than both the State of Delaware and National Average. Therefore, enticing new healthcare professionals at Bayhealth and Nationwide to purchase a home in Milford vs. looking elsewhere in places such as Dover or Milton is vital. Upscale townhouses, garden style condos, and villa style homes are an option of housing which Milford really doesn't have to offer right now.

I am hopeful that the proposed 55+ community (along Kings Hwy. & the rail tracks; I don't know how many units are proposed) by Nationwide is meeting approval by the City (perhaps scale-down if too dense). The City should either revive the Fisher Hawke Landing (103 upscale condominium units which were over ½ sold already when the project died on the eve of the Great Recession) project or build similar dwellings on this East Sector site next to the old shipyard. The City should still have the plans. Ben Muldrow's November 2015 Master Plan also included a mixed-use project, including residential dwellings on the very same site. I also heard that low income housing is being proposed on or some place near this site. Hopefully, that is a false rumor as this would merit absolutely no benefit to the downtown. Finally, over at the West Sector on the site along Maple Avenue, where God's Way Thrift Store and the State Vehicle Parking Lot currently exist, the City should at least consider a mixed-use project with multi upscale dwellings as an anchor. I have no problem with thrift stores but believe this particular site has to be one of the most prime in all of Milford. With all three of these sites mentioned and a total of perhaps 500 - 600 upscale dwelling units, for starters there is great potential for a significant surge in patronage to the downtown businesses and its attractions.

These new residents would very likely have deeper pockets, be culturally minded, and would generate a demand for new eateries, etc. within the downtown.

Greater Milford would ultimately benefit from building this type of housing at close-in proximity to the downtown. Specific planning for all of this really should have begun as soon as it was known that plans for the New Bay Health Hospital and Nationwide Health at W. Clarke Avenue was definitely moving forward.

The third response was not read into the record though it was included in the minutes.

Ms. Moore then returned to Council's selection of the plan's vision.

Councilman Mergner recommended something similar to 'a small town feel with a diverse culture and community that offers big time opportunities'.

Resident Cindy Schofield was in the audience and recommended 'A small town feel. A diverse collaborative community with big time opportunity.'

Councilman Campbell liked that possibility added to option one '. . . cares about providing opportunities by supporting its residents, attracting business and welcoming visitors'.

Several other options were also considered:

'A small town feel with big time opportunities for all residents'.

'A small town feel with big time opportunities for a diverse community'.

City Solicitor then offered another suggestion which Council liked:

'A diverse, collaborative community with a small town feel and big time opportunities'.

Ms. Moore will then prepare some final vision options though Council will need to make a final decision in April. At that time, the plan will be presented with the full and compiled documents including finished graphics. The vision statement will be the last item to vote on before it is finalized.

City Manager Norenberg clarified that once all of the formatting is complete, they will bring the final plan back on a regular agenda for final adoption by City Council.

He also plans to send the options in his next Friday updates as a reminder for Council.

There being no further matters on the agenda, the Workshop Session concluded at 6:49 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

Attachment:
Draft Strategic Plan

“Press Play: Vision 2023”



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City Manager Letter to Residents and Employees

Milford City Council Profile



Member	Ward	Years of Service	Email
Arthur J. Campbell	One	2 Years	acampbell@milford-de.gov
Christopher H. Mergner	One	4 Years	cmergner@milford-de.gov
James F. Burk	Two	3 Years	JBurk@milford-de.gov
Lisa Ingram Peel	Two	3 Years	lpeel@milford-de.gov
Owen S. Brooks J.	Three	36 Years	obrooks@milford-de.gov
Douglas E. Morrow Sr., Vice Mayor	Three	29 Years	dmorrow@milford-de.gov
James O. Starling Sr.	Four	19 Years	jstarling@milford-de.gov
Katrina E. Wilson	Four	24 Years	kwilson@milford-de.gov

To contact your elected official via telephone, please call City Hall at (302) 422-1111. For updated contact information for current elected officials, please access the City Website at <http://www.cityofmilford.com/175/Member-Information>.

Executive Summary

In September 2016, the City of Milford embarked on a strategic planning effort. This planning process culminated in the of Spring 2018 with the findings published in this report. The following pages are the result of deliberate and collaborative efforts to understand the needs and concerns of all its citizens. The Strategic Plan strives to create an organizational framework that will be used to drive effective decision-making for City Council and City management through the next five years. This framework lays the foundation for allocating financial and staffing resources, as well as proactively managing natural and environment resources, in order for the City of Milford to thrive and grow.

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

Though a deliberate community-engagement process, the Milford's residents identified five priority areas, which are essential for the City's continual improvement, as well as to meet the needs of residents, businesses, and other stakeholders:

- Public Safety and Preparedness
- Economic Health and Development
- Mobility and Infrastructure
- Neighborhoods and Community Services
- Fiscal Responsibility and Public Engagement

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

The Planning Process

Our Strategic Plan is a road map to guide the City of Milford's planning, staffing and fiscal decisions over the next five years. Over the course of the last two years, the Milford City Council and City staff have worked with the Institute for Public Administration (IPA) at the University of Delaware to develop a better, more comprehensive understanding of the City's current capacity (strengths, weakness, opportunities, and threats) to develop forward-thinking vision, mission, and values.

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

- Economic Growth & Development
- Encourage & Manage Growth
- Fiscal Policies
- Capital Improvements & Infrastructure Planning
- Public Safety
- Transportation
- Code Enforcement
- Public Works
- Connectivity for the Entire City
- Human Resources Management

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

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

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

Vision

Mission

Values

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

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

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

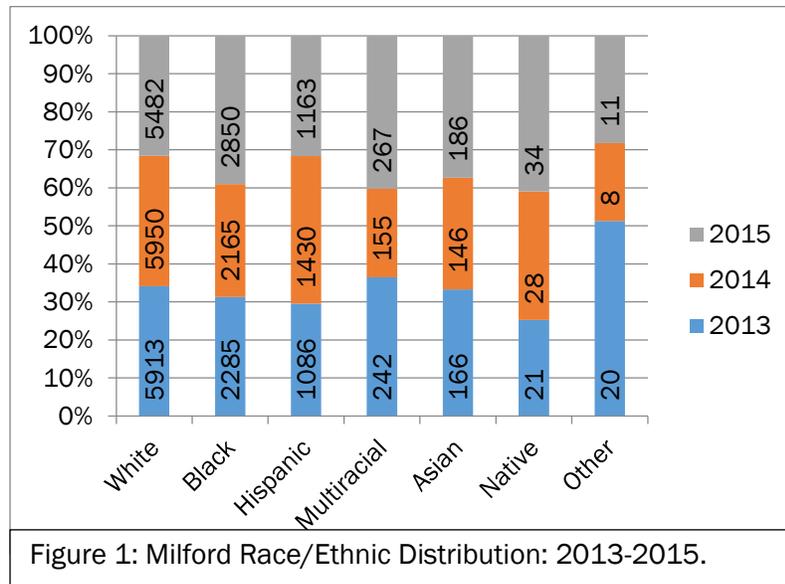
Stewards of our Resources: Make the best use of resources, in the short- and long- term.

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

Our City

With 10,979 residents, the City of Milford is a diverse community, spanning 9.86 square miles between Kent and Sussex Counties. Over the past decade, Milford has experienced consistent growth in both its population and economy. Milford is proud of the fact that it has one of the fastest growing populations in the State of Delaware. Based upon some of the latest data available, Milford boasted a nearly 15% rate of growth between 2010 and 2016 and subsequently had a 3.5% growth in employment between 2014 and 2015.

Demographic Profile

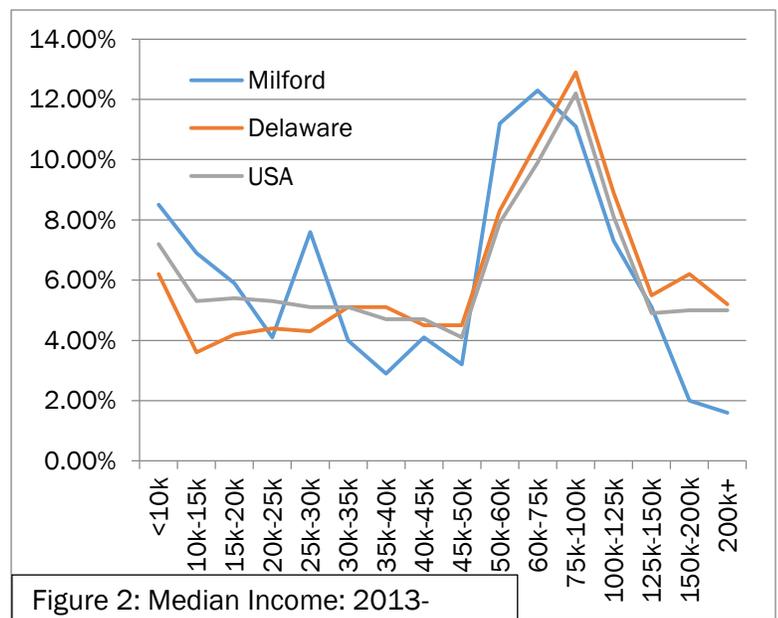


Milford's Population

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

Milford Economy

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



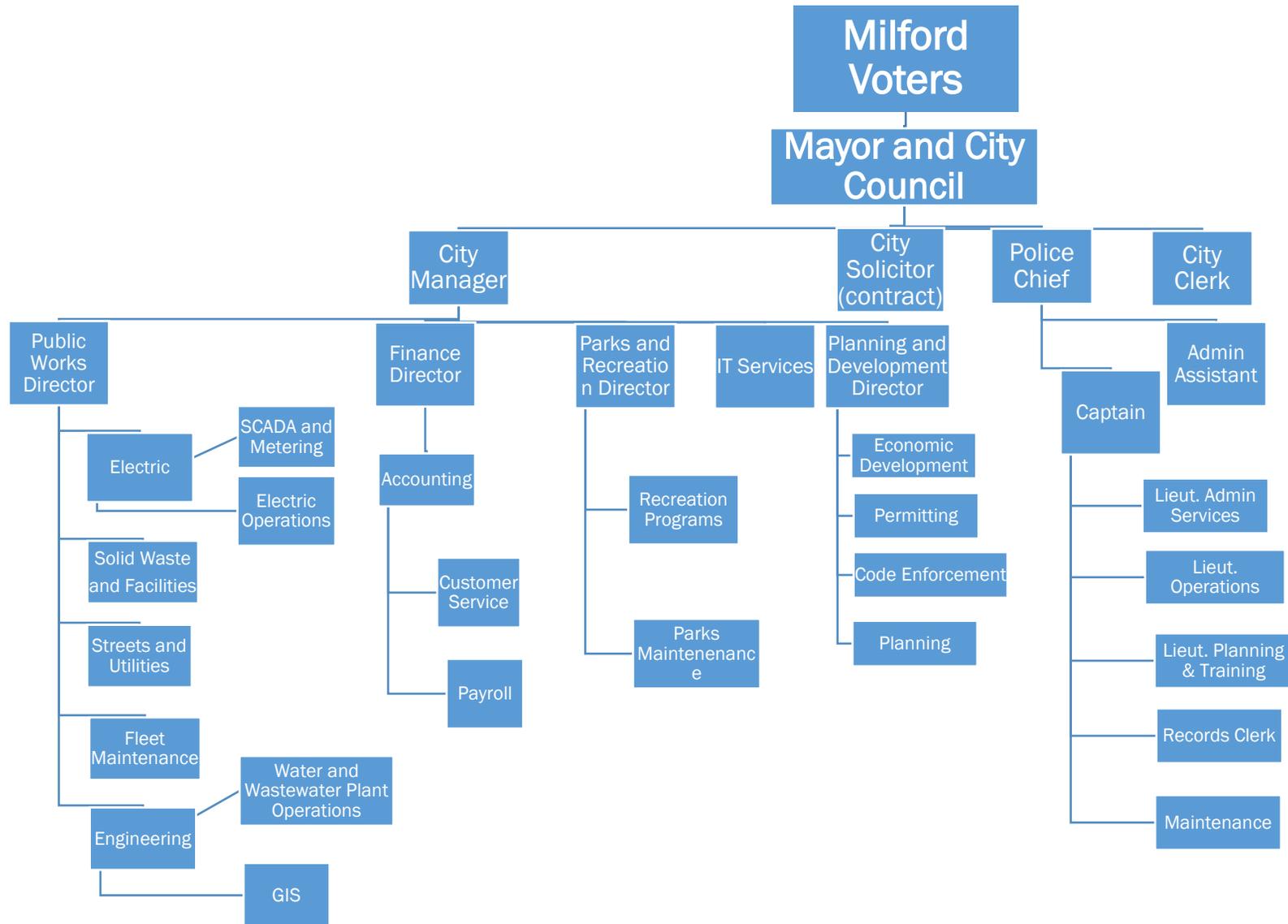
City of Milford Government Structure

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

Milford's Departments

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

Milford's Organizational Chart



Where are We Now?

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

City of Milford's Existing Plans

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

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

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

In 2015, the *Milford Rivertown Rebirth Plan 2025*, or "Downtown Master Plan," was published. This Plan is a visual and graphic representation of the goals for Milford's downtown. This Plan divides downtown into "Downtown West," "Downtown Core," and "Downtown East," and makes specific recommendations for each of these areas.

- In Downtown East the Rebirth Plan recommends:
 - Building an amphitheater and /or outdoor festival space.
 - Building a pedestrian bridge
 - Making the Historic Milford Shipyard a tourist destination.
- Downtown Core the Rebirth Plan recommends:
 - Reusing the old bank building for mixed use purposes.
 - Including an Art Town splash pad.
 - Include more parking on the south side away from the river.
- Downtown West the Rebirth Plan recommends:
 - Re use the fire house for mixed use or recreational purposes.
 - Revitalize the gateway into town, beautifying this entry way.
 - Enhancing and beautifying the street spaces with curb extensions, ornamental lighting, and better signage.

The 2018 *Comprehensive Plan* is a deep dive into the process for determining the community's goals and aspirations in terms of the community's growth and development. This Plan makes recommendations to

developing the City's transportation, utilities, land use, economy, and housing. Some of the *Comprehensive Plan's* specific recommendations are to:

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

Community Engagement

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

National Citizen Survey:

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

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

- Safety: Protection from danger or risk (e.g., public safety, personal security and welfare, emergency preparedness)
- Economy: Maintenance of a diverse economy (e.g., vibrant downtown, cost of living)
- Natural Environment- resources and features native to a community (e.g., open spaces, water, air)
- Building Environment: Design, construction, and management of the human-made space in which people live, work, and recreate on a day-to-day basis, including the buildings, streetscapes, parks, etc.
- Mobility: Accessibility of a community be motorized and non-motorized modes of transportation (e.g., ease of travel, traffic flow, walking)
- Recreation and Wellness: Recreation, healthy lifestyles, preventative and curative health care, supportive services (e.g., fitness opportunities, recreation centers)
- Education and Enrichment: Learning, enrichment, and workforce readiness for children, youth, and adults

- Community Engagement: Quality and frequency of social interactions (e.g., civic groups, volunteering)

The survey was sent to a representative sample of 1,435 Milford residents across all four wards. Of these surveys sent, 411 were returned resulting in a response rate of 29%. Based on this representative sample and in comparison to other cities of similar size:

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

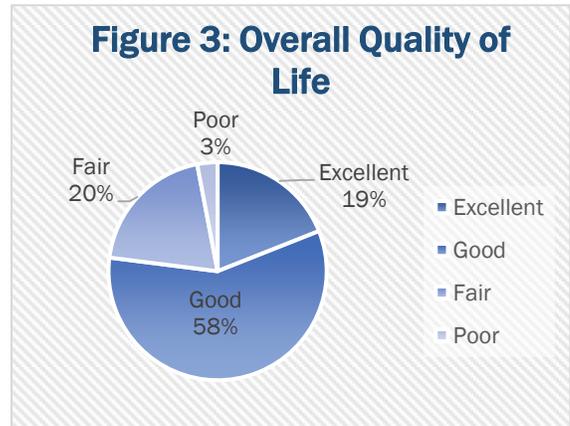
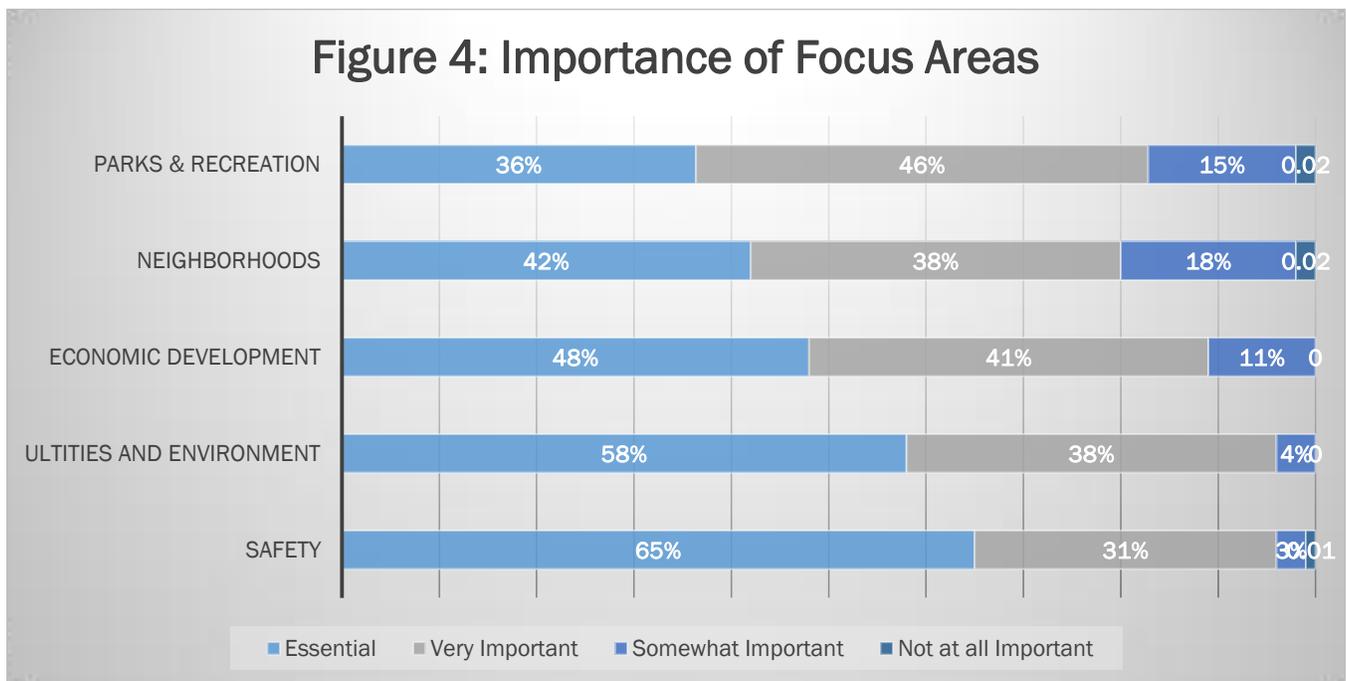


Figure 4: Importance of Focus Areas



- Milford residents rated recreational and enrichment opportunities, as well as K-12 education lower than residents of other jurisdictions.
 - Milford residents rated adult educational opportunities significantly lower than residents in other communities.
- While on par with nationwide rating, code enforcement received the lowest marks from Milford residents.
 - 39% rated code enforcement as “excellent” or “good”

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

Community Conversations

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

In collaboration with the Institute for Public Administration (IPA), the City of Milford worked to develop more in-depth questions, which targeted the major priorities areas and concerns revealed through the NCS results. The Community Conversations’ questions were segmented into five priority areas, which mirrored the NCS “community facets”:

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

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

[insert dot question picture]

After “voting,” participants were guided through a facilitated discussion where participants were asked open-ended questions about their perceptions, opinions, beliefs, and attitudes in each of the priority areas outlined above. Questions were asked in an interactive, group setting where participants were free to either answer aloud or were given the opportunity to submit written responses. During this process, responses were captured by a note taker. A full list of these open-ended, discussion-based questions can be found in Appendix C.

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

- Music School of Delaware: 10/19/2017
- Milford Senior Center: 11/01/2017
- DMI Small Business/Entrepreneurs: 11/06/2017
- City of Milford Employees: 11/06/2017 (2)
- Ward II: 11/06/2017
- Milford School District (Administrators and Key Staff): 11/09/2017
- Ward III: 11/15/2017
- Reformation Lutheran Church: 11/16/2017
- Large Employer Executives: 11/27/2017
- St. John the Apostle Church: 11/28/2017
- Police Department: 11/28/2017 and 11/30/2017
- Chamber of Commerce: 11/29/2017
- Non-Profit Organizations: 11/30/2017
- Ward I: 11/30/2017
- Haitian Community: 12/03/2017
- City Public Works Employees: 12/04/17
- Ward IV: 12/05/2017

The full notes from each [Community Conversation](#) are available on the City's website.

Based on the 18 [Community Conversations](#), residents and stakeholders are most interested in seeing the City work towards:

- Better connectivity between residential areas/neighborhoods and downtown.
 - Residents and stakeholders suggested more sidewalk connectivity, bike paths, and an inner city transportation bus loop.
- Increasing the overall feeling and perception of safety *throughout* the City, not just downtown.
 - Residents and stakeholders suggested: better lighting, less "loitering" through increased Parks & Recreation activities for young adults and adults, and more visible police patrols (biking or walking).
- Making Milford a more attractive place to visit and live.
 - Residents and stakeholders suggested: increasing the variety in the housing market, better and more proactive code enforcement, as well as more recreational opportunities for people of all ages.
 - Residents and stakeholder would like to see a more vibrant downtown, which includes beautifying the gateways & building facades, bringing more businesses to Milford, and more accessible through pedestrian walkways and/or bike paths.
- More engagement and exchange of information about current plans and events, as well as a better way to request information from the City.
 - Residents and stakeholders suggested a notification system for events, the ability to request trainings or practice for floods, storms, etc., and more Q&A or open forums with City officials, outside of City Council meetings.

[Discussions with Council Members, Department Heads, and Staff](#)

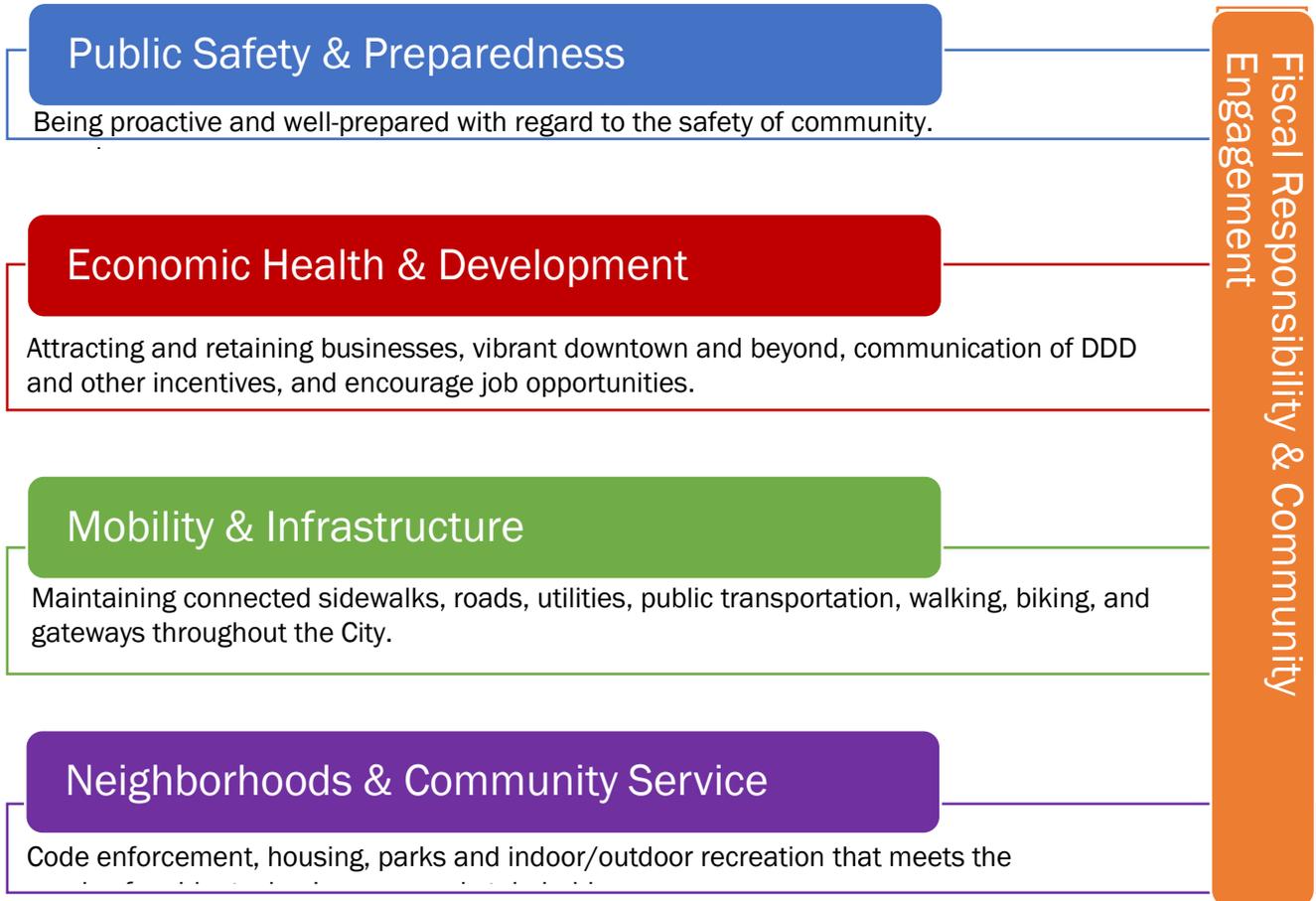
After the [Community Conversations](#), IPA staff met with City Council, City management staff, and Department Heads to present the themes. Based on these results, Department Heads were able to refer to past plans' recommendations, as well as discuss items that they are already working to address.

The feedback from the [National Citizens Survey](#) and [Community Conversations](#), in conjunction with the expertise of Department Heads, Council, and past plan recommendations, staff worked to outline specific

goals and objectives for each of the Strategic Plan priority areas. The culmination of this effort is outlined in the next section of this Plan, entitled “Looking Forward,” as well as in Appendix D.

Looking Forward

In order to successfully move the City towards its vision and effectively address the needs and concerns of our residents and stakeholders, there needed to be specific and measurable goals. City officials have worked to establish five priority areas, all of which are defined below. One of these priority areas, “Fiscal Responsibility & Community Engagement,” is overarching. While it has its own associated goals, it also has become a part of the action items for each of the other four priority areas.



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

Priority Area

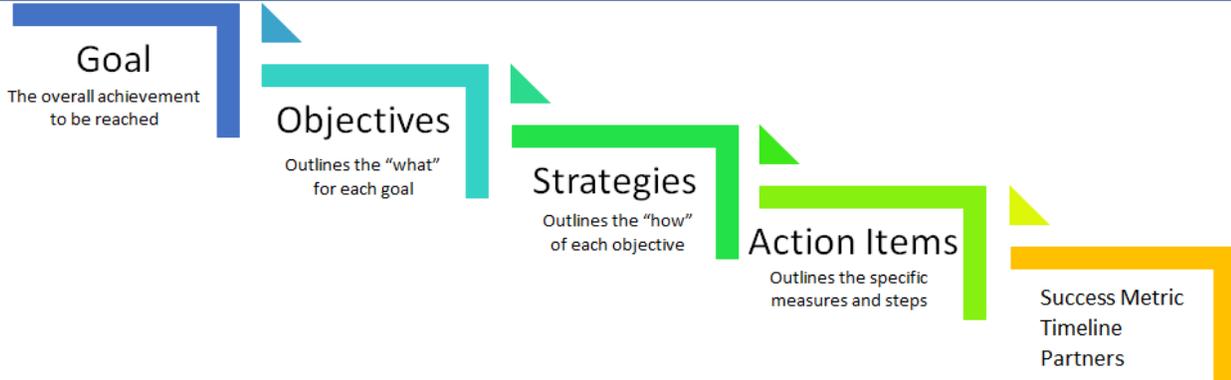


Figure 5: Priority Area Framework

Public Safety & Preparedness

Public safety and emergency preparedness was the top priority of residents in the National Citizen Survey, as well as in the Community Conversations. Safety also plays a role in fostering economic growth and bringing new residents to Milford.

GOAL

Efficiently utilize all police resources (i.e., staff time, personnel, training, and technology)

OBJECTIVE 1- Evaluate and regularly monitor the Milford Police Department's (MPD) workload, including patterns of calls for service, number of reports/crimes committed, and staff time.

- STRATEGY 1- Analyze existing data to understand what emergencies take place, where, and when.
- STRATEGY 2- Identify new tools, technology, and analytics to assist in establishing patterns and make predictions about crime in the City.
- STRATEGY 3- Utilize current and new technology to help collect and analyze data that could aid in establishing shift schedules and better understanding adequate staffing levels.

OBJECTIVE 2- Prepare MPD for future CALEA accreditation by researching standards/expectations.

- STRATEGY 1- Work with the Commission and other accredited Municipal Police Departments to understand the accreditation process.

GOAL

Reduce crime

OBJECTIVE 1- Make a meaningful reduction in violent crime in the City of Milford.

- STRATEGY 1- Identify the most common types of violent crime in the City of Milford.
- STRATEGY 2- Create a plan of action for each of the most common types of crime.

OBJECTIVE 2- Continue to monitor national and state trends to target and reduce illicit drugs in the City of Milford.

- STRATEGY 1- Partner with statewide agencies that have state-specific data on illicit drug use to identify the types of drugs being used and how they are obtained.

Public Safety & Preparedness

GOAL

Establish and maintain strong and beneficial police-community relations

OBJECTIVE 1- Create a reciprocal and trusting relationship between Milford residents and police officers through consistently proactive, responsive, and visible policing throughout the City.

- STRATEGY 1- Increase visibility of police through more walking patrols, biking patrols, and overall presence.
- STRATEGY 2- Conduct a regular community satisfaction survey to ascertain the community's current feelings about the Police Department.
- STRATEGY 3- Fund and hire more police officers.
- STRATEGY 4- Prioritize and fund specialized training for officers.
- STRATEGY 5- Reinststate the Citizens' Police Academy.

Public Safety & Preparedness

GOAL

Utilize effective, proactive emergency preparedness and public safety strategies

OBJECTIVE 1- Work with the Carlisle Fire Company on evaluating the use of new technology for communication.

- STRATEGY 1- Identify new technologies that could help limit the use of the fire siren.

OBJECTIVE 2- Proactively plan for emergency events (i.e., storms, active shooter, etc.) through regular meetings between all City departments and State, regional and local agencies to ensure plans are up-to-date and compatible.

- STRATEGY 1- Update existing and adopt new City of Milford Emergency Plans, which are compatible with statewide initiatives and plans.
- STRATEGY 2- Ensure excellent internal emergency management coordination of executive leadership, personnel, resources, and communications.
- STRATEGY 3- Educate community about current plans and when plans are adopted or updated.

OBJECTIVE 3- On a regular basis offer and make available preventative training for emergency events (i.e., storms, active shooter, etc.).

- STRATEGY 1- Provide training opportunities for the community upon requests.
- STRATEGY 2- Offer community-wide emergency planning events.

OBJECTIVE 4- Replace the current Police Station with a safe and modern facility to serve community needs.

- STRATEGY 1- Establish a Planning Task Force.
- STRATEGY 2- Develop a public engagement strategy.
- STRATEGY 3- Create a Concept Plan and present to voters through a referendum.

Economic Health & Development

The economic health and development of the City of Milford was another top priority for residents in the NCS. It was equally as important during the community conversations.

GOAL

Enable growth of existing businesses

OBJECTIVE 1- Foster economic activity that will grow the local employment by 4% over the next 5 years.

- STRATEGY 1- Partner to provide and advertise job training opportunities so the Milford workforce is ready for the future.

OBJECTIVE 2- Work with the existing business community in order to develop strategies which foster economic growth for the employers, residents, and visitors.

- STRATEGY 1- Conduct needs assessments of current businesses to identify growth opportunities.
- STRATEGY 2- Develop resources for marketing and promoting businesses.

Economic Health & Development

GOAL

Foster the establishment of new businesses

OBJECTIVE 1- Identify opportunities for growth and development of new businesses in Milford by promoting advantages and opportunities in Milford, and leveraging state assistance.

- STRATEGY 1- Create a new industrial park in the City.
- STRATEGY 2- Annually review the process by which new business move to Milford, in order to develop more user-friendly services.
- STRATEGY 3- Continue to provide current incentives for businesses of all sizes.

OBJECTIVE 2- Ensure City ordinances and procedures support new and expanding businesses in order to promote business success in the City of Milford.

- STRATEGY 1- Conduct a business satisfaction survey following completion of interactions with the City.
- STRATEGY 2- Ensure that all business-related organizations and City departments are knowledgeable about development processes for new or expanding businesses through communication and training of City Staff and coordination with partner organizations.

GOAL

Meet the commercial needs of residents, businesses and visitors

OBJECTIVE 1- Develop a more vibrant downtown, in order to bring more visitors to Milford and promote community pride.

- STRATEGY 1- Implement the Rivertown Rebirth Plan.

Mobility & Infrastructure

GOAL

Proactively maintain our streets

OBJECTIVE 1- Maintain City streets so that 80% are always in “Fair,” “Satisfactory” or “Good” condition.

- STRATEGY 1- Fund street rehabilitation so that all streets rated “Poor,” “Very Poor” or “Serious” condition are completed over the next 5 years.
- STRATEGY 2- Regularly update the Pavement Condition Report
- STRATEGY 3- Proactively repair and repave City streets after making necessary utility and sidewalk improvements/repairs.

GOAL

Proactively maintain our utility infrastructure (i.e. electric, water and wastewater systems)

OBJECTIVE 1- Continue to identify and utilize new technology to improve the efficiency and effectiveness of utility services.

- STRATEGY 1- Use SCADA, AMI, and other Smart technology to monitor our electric, water and wastewater systems.

OBJECTIVE 2- Evaluate current condition and put plans in place to maintain or replace City utility infrastructure.

- STRATEGY 1- Conduct regular preventative maintenance
- STRATEGY 2- Establish an inventory of existing utility infrastructure & grade that system on an “Excellent” to “Serious” condition scale.
- STRATEGY 2- Address inflow and infiltration into the wastewater system.
- STRATEGY 3- Address older portions of the City without cleanouts and/or house traps on service lines.
- STRATEGY 4- Address illegal connections to sanitary sewer system.
- STRATEGY 5- Eliminate lead “goose neck” water services.
- STRATEGY 6- Institute proactive replacement program based on the inventory system.

Mobility & Infrastructure

GOAL

Address future growth by proactively making improvements to infrastructure

OBJECTIVE 1- Meet annually with the City Manager, City Planner, and Council to project and evaluate wastewater demands required for future growth.

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

OBJECTIVE 2- Meet annually with the City Manager, City Planner, and Council to project and evaluate electricity demands required for future growth.

- STRATEGY 1- Consider the installation of an additional substation.
- STRATEGY 2- Consider other ways the City can generate electricity and reduce demand through efficient use.

OBJECTIVE 3- Meet annually with City Manager, City Planner, and Council to project and evaluate water demands required for future growth.

- STRATEGY 1- Evaluate storage demands for water in NW business park and other portions of the City.
- STRATEGY 2- Ensure SE wells are producing what is necessary for future growth.

Mobility & Infrastructure

GOAL

Continue to develop a multi-modal, pedestrian-friendly framework throughout the City.

OBJECTIVE 1- Include “Complete Streets” best practices as a part of all projected new street or repaving projects.

- STRATEGY 1- Address deficiencies and maintenance issues in the City’s bicycle network.

OBJECTIVE 2- Implement the sidewalk maintenance/replacement program

- STRATEGY 1- Regularly inspect the sidewalks on a 5-year cycle to notify and work with property owners on necessary repairs and/or replacement.

OBJECTIVE 3- Improve existing transportation options and accessibility by evaluating the number of routes, the frequency of routes, where stops are and where they should be.

- STRATEGY 1- Work with DART to improve transportation accessibility within the City and to provide access to key destinations such as the new Bayhealth Sussex Campus and Nationwide Campus.

GOAL

Improve traffic management throughout the City.

OBJECTIVE 1- Work with agency partners to ensure that the safety of pedestrians and drivers are improved.

- STRATEGY 1-Pursue, in coordination with DeIDOT, the creation of a Transportation Improvement District for areas subject to the updated Southeast Master Plan.
- STRATEGY 2- Perform an Engineering Traffic Study within the City.
- STRATEGY 3- Evaluate truck traffic downtown and feasibility of maneuvers at downtown intersections.
- STRATEGY 4- Improve accessibility to and from the East and West portions of the City.

Neighborhoods & Community Services

GOAL

Preserve and enhance the property values and quality of our neighborhoods

OBJECTIVE 1- Ensure properties are safe, attractive, and well-maintained through improved code compliance.

- STRATEGY 1- More proactive code enforcement throughout the City through additional enforcement and revised standards.
- STRATEGY 2- Proactive information sharing and outreach regarding code requirements to landlords, tenants and homeowners.

OBJECTIVE 2- Enhance the City's identity through well-maintained green spaces and parks.

- STRATEGY 1- Establish a beautification and maintenance program for streetscapes and gateways.
- STRATEGY 2- Maintain and appropriately redevelop the current, 200-acres of open space to provide for diverse outdoor recreational activities.

OBJECTIVE 3- During future neighborhood planning and zoning, ensure the inclusion of sufficient open space in and near neighborhoods.

- STRATEGY 1- Connect neighborhoods through biking/walking paths that do not use state highways.
- STRATEGY 2- Establish a planning priority that all new neighborhoods have a minimum requirement for open space and sidewalks/trails to connect with other parts of Milford.

GOAL

Encourage a balanced range of housing types and home-ownership opportunities for existing and future residents

OBJECTIVE 1- Ensure a variety of housing options, in varying affordability ranges are available throughout the City, in order to encourage residents of all socioeconomic backgrounds to reside in the City.

- STRATEGY 1- Ensure zoning ordinance provides for a variety/flexibility in housing options.
- STRATEGY 2- Identify ways to bring in more affordable housing options.

Neighborhoods & Community Services

GOAL

Promote a healthy community with recreational activities provided by the City and community partners

OBJECTIVE 1- Provide residents with more recreation options by partnering with local private and nonprofit agencies in the area.

- STRATEGY 1- Partner with external organizations to gain access to more outdoor and indoor facilities for adult and child sports leagues.
- STRATEGY 2- Create a Recreational Advisory Board which consists of City officials and community partners.

OBJECTIVE 2- Actively promote current recreational opportunities offered by the City and partners.

- STRATEGY 1- Collaborate & partner with recreational and wellness service providers to identify needs/wants for seniors and persons with disabilities and connect them to existing partners.
- STRATEGY 2- Advertise current children's programming.

OBJECTIVE 3- Create more City-sponsored recreational opportunities for adults.

- STRATEGY 1- Establish an adult sports league.

GOAL

Bring more tourism to Milford.

OBJECTIVE 1- Actively promote the variety of ecotourism opportunities in Milford, in order to bring in more visitors and provide residents with more recreational options.

- STRATEGY 1- Continue to hold festivals and establish new events that highlight Milford.
- STRATEGY 2- Advertise on print, radio, social media, other DE park webpages, etc.

OBJECTIVE 2- Develop more river-based activities, in order to bring in more visitors and provide residents with more recreational options.

- STRATEGY 1- Bring water rentals (kayaks, paddle boards, etc.) to Milford during the summer season.

Fiscal Responsibility & Public Engagement

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

GOAL

Operate in an efficient and responsible manner

OBJECTIVE 1- Keep community members informed and engaged in the City's activities, programs, and services.

- STRATEGY 1- Translate City communications for the public into Spanish and Haitian Creole.
- STRATEGY 2- In collaboration with the Milford School District, consider jointly hiring a multilingual PIO/Communication Specialist.
- STRATEGY 3- Establish an internal Communications Team to coordinate internal and external communications about the City of Milford.

OBJECTIVE 2- Manage resources wisely and sustainably by maintaining appropriate fund balances and reserves.

- STRATEGY 1- Achieve a structurally balanced budget through diverse revenue sources, smart financial management, comprehensive forecasting, and results-oriented and efficient services.
- STRATEGY 2- Implement and maintain a Five-Year Capital Improvement Plan.
- STRATEGY 3- Achieve and maintain fiscally-sound balances and reserves for all of the City's various funds.
- STRATEGY 4- Ensure Solid Waste, Water and Wastewater utilities are properly funded and that rates are fairly and appropriately set by conducting cost of service studies.
- STRATEGY 5- Identify ways to deal with the high demand for electricity when the cost is at its highest peak, both in the short-term and long-term.

Fiscal Responsibility & Public Engagement

GOAL

Review and update the Strategic Plan

OBJECTIVE 1- Ensure the Strategic Plan is reviewed and updated every 3-5 years to identify accomplishments and establish new priorities, goals, and objectives.

- STRATEGY 1- Complete another resident survey in 2019 and 2021.
- STRATEGY 2- Meet with Department Heads quarterly to review status on goals and objectives previously established. Report semiannually to the City Council and the public.
- STRATEGY 3- Host Community Conversations and aim for even more community participation than previously.

Community Partners list

Assemblée Chrétienne de la Famille de Delaware, Inc

Baltimore Aircoil Company

Bayhealth

Carlisle Fire Company

Chamber of Commerce for Greater Milford

Davis, Bowen & Friedel, Inc. (DBF)

Delaware Area Regional Transit (DART)

Delaware Department of Transportation (DelDOT)

Delaware Emergency Management Agency (DEMA)

Delaware Hospice Inc.

Delaware Technical Community College

Downtown Milford Inc. (DMI)

Greater Milford Boys & Girls Club

Kent-Sussex Industries

Milford Housing Development Corporation

Milford School District

Milford Senior Center

Music School of Delaware: Milford Branch

Perdue

Reformation Lutheran Church

St. John the Apostle Church

Community Conversations Participants

This is a list of Community Conversations participants who agreed to be listed in this Plan.

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

Glossary

Action Item- an event, task, or activity, which outlines a specific step in the process of achieving a goal.

Activity Center- any place where people gather, such as shopping centers, downtown, schools, recreations centers, the Riverwalk, Library, etc.

Art Town- refers to the variety of galleries, shops, and performance spaces in the downtown area.

Buffer Areas- a zone that lies between two or more areas. In the case of land use, these are typically used to prevent erosion or overpopulation.

Community Conversation- discussion-based gatherings of residents and stakeholders, which were held in order to gather more information about community needs, opinions, and concerns.

Downtown (Milford's)- divided into "Downtown West," Downtown Core," and "Downtown East," Milford's downtown consists of the area between Silver Lake and Goat Island. This area consists of all streets and businesses between Causey Avenue/ Southeast Front Street and Northeast Front Street, with an opportunity for development on N. Walnut Street¹.

Downtown Core- encompasses from Warren's Furniture Property to the Historic Milford Shipyard.

Downtown East- encompasses from Bicentennial Park to Goat Island

Downtown West- encompasses from Silver Lake to the Gateway Arch.

Gateway- refers to the main thorough-fairs into and out of the City. Specially on either end of Northeast Front Street and Route 113.

Goal- an overall object, aim or desire to be achieved or reached.

Link(age)- an infrastructure facility, such as a paved shoulder, sidewalk, or recreational path, that provides a clearly defined way for a bicyclist or pedestrian to get from one destination not the next, without undue conflict with motorists².

Mixed Use- refers to utilizing a single space for multiple purposes, such as second floor apartments with first floor retail or restaurant space.

National Citizens' Survey- a community's data-based examination of residents' needs and perspectives.

Objective- outlines the "what" for each goal; specifying more information about the process for achieving the goal.

Priority Areas- topics that are of utmost importance to City officials, residents, and other stakeholders.

Strategy- outlines the "how" of each objective; a plan of action or policy designed to achieve the overall aim.

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

¹ As illustrated in the *Milford Rivertown Rebirth 2025 Plan*

² *Bike and Pedestrian Master Plan* definition

Appendix A

NCS Community Livability Report

Appendix B

NCS Dashboard Summary of Findings

Appendix C

Community Conversations Questions

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

Flip Chart Questions:

- How important a priority should emergency preparedness planning be over the next 5 years? (emergency preparedness planning includes preparing for major storm events, sea-level rise, flooding, electric outages, as well as educating the public about the City's plans for these events)
 - 1- Essential
 - 2- Very Important
 - 3- Somewhat Important
 - 4- Not Important at all
- Do you believe the City of Milford is prepared for emergencies related to future weather events? [y/n/ not sure]
- Would you support a tax or fee increase for additional police officers? [y/n]
- Would you support a tax or fee increase for additional police officer training, equipment or other law enforcement resources? [y/n]
- Would you support a tax increase to replace the old police station so it meets current needs and safety standards? [y/n]

Open ended Questions:

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

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

Flip Chart Questions:

- Are you concerned about the future of employment opportunities for yourself within the City of Milford? [y/n]
- Are you concerned about the future of employment opportunities for others within the City of Milford? [y/n]
- What types of employment opportunities do you feel are missing from Milford?
 - Administrative
 - Retail

- Technology
- Trade/industrial
- Professional
- Nothing is missing
- Other
- Would you support a tax or fee increase to better promote business opportunities that will create jobs in Milford? [y/n]
- Currently, the City offers economic development incentives in the form of fee waivers and short-term tax exemptions under certain circumstances to promote job growth and capital investment in the community. Would you support a tax increase to generate more resources be used for Economic Development? [y/n]

Open ended Questions:

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

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

Flip Chart Questions:

- Do you see code enforcement concerns in your neighborhood? [y/n]
- Do you feel comfortable reporting Code Enforcement concerns? [y/n]
- What range for cost of housing do you believe is the most affordable for Milford residents?
 - (RENTAL: less than \$500, \$500-\$800, \$800-\$1000, \$1000-\$1300, \$1300+)

- (BUYING: less than \$100,000, \$100,000-\$150,000, \$150,000-\$200,000, \$200,000-\$250,000, \$250,000-300,000, \$300,000-350,000, \$350,000-\$400,000, \$400,000+)
- Is there enough variety in the types of housing available (i.e.- rental & owned; single family, townhome, apartment, etc.)? [y/n]
- Would you support a tax increase to create or enhance neighborhood parks? [y/n]
- Would you support a tax increase for maintenance or expansion of open spaces? [y/n]

Open ended Questions:

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

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

Flip Chart Questions:

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

Open ended Questions:

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

- Are there any areas of the City that could benefit from more public transportation options?

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

Flip Chart Questions:

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

Open ended Questions:

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

Participation & Community Engagement:

Wrap-up Discussion Question:

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

Appendix D

Priority Areas Charts

MILFORD CITY COUNCIL
MINUTES OF MEETING
March 12, 2018

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware on Monday, March 12, 2018.

PRESIDING: Vice Mayor Douglas Morrow

IN ATTENDANCE: Councilmembers Christopher Mergner, Arthur Campbell, Lisa Peel, James Burk, Owen Brooks Jr. and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

ABSENT: Councilmember James Starling Sr.

CALL TO ORDER

Vice Mayor Morrow called the Council Meeting to order at 7:00 p.m.

INVOCATION AND PLEDGE

The Pledge of Allegiance, led by members of Girl Scout Troop 1403, followed the invocation given by Councilmember Wilson.

APPROVAL OF PREVIOUS MINUTES

Included in the packet were minutes from the February 6, 12 and 26 (Public Hearing and Workshop), 2018 Council and Committee Meetings. Motion made by Councilmember Morrow, seconded by Councilmember Campbell to approve. Motion carried.

RECOGNITION

Proclamation 2018-03/Girl Scout Week March 11-18, 2018

Members of Troop were present to receive the following proclamation, read into record by City Clerk Hudson:

PROCLAMATION 2018-03
GIRL SCOUT WEEK IN THE CITY OF MILFORD

WHEREAS, March 12, 2018, marks the 106th anniversary of Girl Scouts of the USA, founded by Juliette Gordon Low in 1912 in Savannah, Georgia; and

WHEREAS, Girl Scouts of the USA was officially chartered by the US Congress on March 16, 1950; and

WHEREAS, throughout its distinguished history in the World Association of Girl Guides and Girl Scouts (WAGGGS), scouting has inspired millions of girls and women with the highest ideals of courage, confidence, and character; and

WHEREAS, because of the Girl Scout leadership experience, girls develop the skills and lessons that will serve them a lifetime so that they may contribute to their communities; and

WHEREAS, Girl Scouting takes an active role in increasing girls' awareness of the opportunities available to them today in math, science, sports, technology and other fields that can expand their horizons; and

WHEREAS, Girls Scouts continues its legacy as the premier organization for girls knowing that it leaves a lifelong impression on participants, of which nearly 50 million women are former Girl Scouts and living proof of the impact of this amazing Movement.

NOW, THEREFORE, I, Douglas E. Morrow, by virtue of the authority vested in me as Vice Mayor of the City of Milford, do hereby applaud the commitment Girl Scouting has made to support the leadership development of America's girls and proudly proclaims the week of March 11–17, 2018 as Girl Scout Week.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Milford to be affixed hereto this 12th day of March 2018.

Following, the Girls Scouts recited the Girl Scout Promise.

Milford High School Exchange Student

City Manager Norenberg introduced MHS Exchange Student Albert Casabella, who has been in Milford since August. He is from Spain and is sponsored by the Milford Rotary Club. He is presently staying with the City Manager's family after living with two other Milford families previously.

The student then spoke briefly to those present.

MONTHLY POLICE REPORT

Police Committee Chairman Burk presented the monthly Police Report, prepared by Assistant Police Chief Gary Bailey. He noted that the total number of complaints is lower in comparison to this time last year. However, the officers are involved in various aspects of training and networking both locally and nationally.

There being no questions from Council, a motion was made by Chairman Burk, seconded by Councilmember Peel to accept the Monthly Police Report as submitted. Motion carried.

MONTHLY CITY MANAGER REPORT

City Manager Norenberg provided a quick synopsis of his written report noting there is a lot of activity within his various Departments.

Though not a City function, Mr. Norenberg reported that at the last Community Cemetery meeting, he was asked to review the possibility of acquiring funds from the Perpetual Fund Care fund for the Cemetery Fence Project in addition to a couple other maintenance items.

He is hoping they will agree to release some funds within the next couple of weeks.

In addition, a couple of lawnmowers need to be replaced as well as some restoration to some of the headstones or monuments.

Councilman Brooks asked the time frame for the fence; the City Manager explained the wait is to ensure we are able to get funding. PNC is scheduling an Administrative Committee Meeting which will evaluate the request. Once approved, the bid process will begin. He anticipates the project to run around \$90,000.

Councilman Brooks said a lot of citizens are contacting him because they want the fence back up.

Councilman Mergner referenced the Code Enforcement report noting there appears to be a lot of code concerns though the report indicates zero cases have been closed.

Planning Director Rob Pierce reported those numbers were pulled from the software last Wednesday and he will follow up with staff to determine if any cases could have been closed. He agrees with the concern and will report back next month with some clarification.

Councilman Mergner stated that he appreciates the information and effort put into the report.

Councilman Brooks reported that the City has started their new way of inspecting rentals and that fourteen of Landlord Mark Davis' were successfully completed last week.

Mr. Pierce stated that he plans to include that information in next month's report. They did coordinate the inspections with Mr. Davis to ensure the consultant was expected. He did not hear any negative feedback from the landlord.

According to Councilman Brooks, Mr. Davis was really surprised that fourteen inspections were completed in two hours. The Planning Director pointed out that if the units are in good shape, they can be inspected fairly quickly, particularly if they are able to get into the units in a timely manner.

Councilman Brooks knows Mr. Davis on a personal level and has told Mr. Pierce for over a year that Mr. Davis does a good job with his rentals.

Councilmember Peel moved to accept the Monthly City Manager report, seconded by Councilmember Campbell. Motion carried.

MONTHLY FINANCE REPORT

Vice Mayor/Finance Committee Chairman Morrow reported that through January 2018, we are seven months through Fiscal Year 2017-2018 with 58% of the fiscal year having passed, 63% of revenues having been received and 53% of the operating budget expended.

Our revenues continue to run ahead of schedule at this point in time and our expenses are down approximately 10%. He noted that is the norm until we get into June at which point the revenues and expenses level out.

He stated that Councilman Brooks asked where the payments from the delinquent tax payments are being put. The City Manager stated they go into the same tax account that all tax payments go into. We continue to negotiate payment plans to bring in more revenues. Staff is currently making telephone contact versus the more lengthy legal process for debts in the \$3,000 and less range in an attempt to make all accounts current.

Mr. Norenberg confirmed we have collected approximately \$125,000 since we started this process. Councilman Campbell verified the money has been tracked so we know how much has been collected. Councilman Brooks recommended the delinquent taxes be put in a separate fund from this year's real estate taxes so we will know how much we have.

Mr. Norenberg said he will follow-up with the Finance Director though it is considered receivable taxes from previous years and emphasized that the money is being tracked, both delinquent and current tax payments.

Councilman Brooks said we passed the budget in June and when we start next year's budget, we should have a balanced budget and that money used. Mr. Norenberg explained that it will be part of the fund balance that is used for next year's budget. However, it is not being planned as an extra revenue source to be spent. When Finance Director Portmann calculates the total amount of money available for next year, that will be part of the reserves available.

Councilman Brooks said this year we have \$192,000 in interest and that should be used for next year.

Councilwoman Wilson asked if any properties in the monition sale process were resolved prior to that sale; Mr. Norenberg reported that the individual owner of the business park lots came in three days before the scheduled sale and negotiated a payment plan and has been making payments on time since. He feels the incentive of a monition sale has worked.

Councilman Burk moved to accept the January 2018 Finance Report, seconded by Councilman Mergner. Motion carried.

COMMITTEE AND WARD REPORTS

Milford Plaza Shopping Center

Councilman Mergner noted that since the new businesses are up and running, traffic has increased and there continues to be a major backup with vehicles using the exit adjacent to Carlisle Fire House and are making a left hand. He has received some concerns about the situation and the delays. Councilwoman Wilson pointed out that has been a traffic problem for many years.

Mr. Norenberg advised that DelDOT has been informed as these traffic issues occur. They spoke to Carlisle Fire Company about ensuring traffic does not stop when it is backed up to prevent blocking the entrances and exits to the station. He has observed it on different occasions and is aware of the concern.

Mr. Norenberg will follow up with DelDOT though at this point, it is easier for traffic to exit from the signals by Hardees Restaurant.

Planning Director Pierce then added that as part of the site plan review process, DelDOT approval was required for the additional retail space though he understands this has been an ongoing problem. DelDOT reviewed the application and would have recommended any changes to entrance/exits. The only thing he is aware of are improvements to the right-of-way that were already planned under the previous expansion of the shopping center.

Mr. Pierce is aware they were working with the developer on some minor entrance improvements though he is confident that is more in the area of the intersections.

Councilman Campbell reported that he has had complaints about this area. The new gym that opened in that shopping center has 5,000 members and between 4:00 p.m. and 7:00 p.m. it is very difficult to exit that area.

Residents continue to complain about the fire siren. Councilman Burk and Peel stated they have heard that in Ward Two for years. Councilman Burk recalled the City spending \$11,000 to raise the siren higher on the water tower and it actually made it louder.

Councilman Burk said he has been in many towns and most have fire alarms as Milford does.

Councilman Campbell said he was asked if the firefighters were given beepers though it was pointed out the fire siren is also a warning system for the public to be informed of impeding traffic and emergency vehicles.

It was agreed by Councilmembers Burk and Peel that it came up in a number of Community Conversations by residents in November and December.

The City met with Carlisle representatives about some possibilities. Some technology improvements have been discussed with respect to 911 and the fire companies, but that would facilitate different pagers in the future. This will need to be a decision the City works on collaboratively with the fire company at some point. Both the City Manager and the Second Ward Councilmembers are very aware of the complaints.

Councilmember Campbell also reported that a resident has requested a handicapped parking sign by their home. He was directed to give the contact information to the City Manager who will follow up with the Public Works Director.

Councilmember Wilson pointed out that installing a handicapped sign does not mean it is only for that individual's use. Any disabled person is able to park there.

Councilmember Wilson reported that she had an in depth conversation with some representatives of an agency that would like to lease the armory. The services they want to provide in that building will benefit our community and are presently unavailable. She pointed out that the resources that will be offered will almost make it a one-stop shop for many residents.

Councilman Brooks said Salisbury just got a similar one with grant money; Councilwoman Wilson said that is part of their plan. They will do a needs assessment study and based on the outcome, hope to provide those services, some of which Milford may have, but are limited.

Mr. Norenberg reported that their representative met with the Economic Development Committee. Some preliminary approval was obtained from their board and a draft lease is being created for consideration, along with some additional details that will be later presented to that Committee. He agrees it will be a collaboration of agencies of which some, may only be there for a day each week and are typically housed out of Wilmington.

Once the Economic Development Committee meets, they will make a recommendation to City Council.

Councilmember Wilson also reported there is an extremely large pothole at the corner of PNC Bank and the entrance to Milford Square. Mr. Norenberg will have it checked out.

COMMUNICATIONS AND CORRESPONDENCE

Responses for the March Delaware League of Local Governments dinner are due tomorrow, March 13th. Please contact Deputy City Clerk Christine Crouch if interested in attending.

DEMEC is hosting its Joint Council Briefing on May 22nd at Dover Downs. More details to follow.

The City Manager reported there will be a limited number of seats at the April SCAT meeting in Millville. Therefore, it is necessary to respond immediately to ensure your attendance.

UNFINISHED BUSINESS

No unfinished business to discuss.

NEW BUSINESS

Resolution 2018-05/CDBG Matching Funds/West Street Sidewalks

Planning Director Rob Pierce referenced a commitment resolution required for an ADA Curb Ramp Compliant and Sidewalk Project. He referenced the scope as shown on the map (see packet). Income areas were required to ensure the project area was income-eligible. It does meet the requirements of the CDBG Program for an Infrastructure Grant.

The grant covers 85% of the project costs and City will be responsible for 15% though that will most likely be by way of in-kind services.

Mr. Norenberg added that though we don't know the exact time line, once we get notice, we will budget the matching funds for the next budget year.

Councilwoman Wilson moved to adopt Resolution 2018-05, seconded by Councilwoman Peel:

Resolution 2018-05

WHEREAS, The City Council for the City of Milford, Delaware, hereby authorizes its Mayor, Bryan W. Shupe, to apply for the Fiscal Year 2019 Community Development Block Grant (CDBG) for the installation and replacement of accessibility ramps and the installation of sidewalks along West Street. The total estimated cost for this project is Two Hundred Thousand Dollars (\$200,000.00).

THEREFORE, BE IT RESOLVED that the City of Milford agrees to pay matching funds or "in-kind" services for the said project in the amount of Forty Thousand Dollars (\$40,000.00).

BE IT FURTHER RESOLVED, that this Resolution was passed by a majority of the Council of the City of Milford on the 12th day of March 2018.

Motion carried.

Teamsters Local 326/Amendment to Agreement/Shift Differential

City Manager Norenberg explained City Council is aware of the ongoing negotiations of their contract renewal. During that process, the Police Department's staff has requested ways to make the payroll process easier.

He recalled another payroll amendment that was approved two months ago and made effective March 4th which was the last item negotiated in the most recent bargaining session. If Council is agreeable and the amendment is approved, he asked it be effective

March 4th to coincide with the current payroll period.

The same language would be incorporated into the new contract being negotiated.

Chief Brown reported this is something that has occurred over the past couple of years. It provides an officer working between 7:00 p.m. and 7:00 a.m. an additional \$1 more an hour. The current language only covered those officers working the normal twelve-hour shifts. An officer called in for any reason did not receive the additional pay. This request actually came from his Staff which would make the payroll process easier because of the difficulty the Department's Payroll Person is having. Simplifying the payroll process is the reason for these minor amendments to the contract.

The Chief confirmed the financial impact would be minimum and only includes Officers who are called in even though that rarely happens with the exception of the Detectives.

Chief Brown said when this was instituted, the intention was to give everyone who worked that time period \$1 more an hour. However, the language was not clear and some of his employees were left out.

Councilmember Burk moved to approve the following amendment to the current Teamsters Contract, effective March 4, 2018, seconded by Councilmember Campbell:

AMENDMENT TO AN AGREEMENT
JULY 1, 2014 to JUNE 30, 2018 BETWEEN
MILFORD POLICE DEPARTMENT GENERAL TEAMSTERS LOCAL 326
AND THE CITY OF MILFORD, DELAWARE
AMENDMENT EFFECTIVE March 4, 2018

8.5 Shift Differential

8.5.1 The amount of shift differential pay shall be calculated for each hour actually worked between 7:00 p.m. and 7:00 a.m., at the rate of \$1 .00 per hour.

8.5.2 Shift differential shall not become part of base pay and shall be paid bi-weekly.

8.5.3 Shift differential is not payable for hours worked on Special Duty or Grants.

Motion carried.

Resolution 2018-04/Walnut Village/Phase I/Sidewalk and Utilities Acceptance

The following request was submitted from Randy Marvel, Managing Member, Walnut Village LLC:

On behalf of Walnut Village, LLC, the developer of Walnut Village respectfully requests that the City of Milford grant acceptance of the water distribution system, sewer system, and all public streets in Phase 1, of Walnut Village, including Thelma Lane and part of Eleanor Lane. The City has received the one year maintenance bond for this phase.

Planning Director Pierce confirmed that sidewalks have been installed as homes have been built in this section. All physical improvements have been completed and the developer recently added the top coat which made the request eligible for acceptance.

Councilman Campbell moved to adopt Resolution 2018-04, seconded by Councilmember Wilson:

RESOLUTION 2018-04

WHEREAS, Chapter 200 provides that public roads and public utilities shall be accepted into the City of Milford's street system and public utility system by resolution of City Council; and

WHEREAS, the Public Works Director and City Engineer have determined the water distribution system, sewer system, easements, sidewalks and public streets included in a portion of Phase 1 of Walnut Village Subdivision have been completed in accordance with City standards and requirements; and

WHEREAS, the portion of Phase I to be accepted includes Thelma Lane from South Walnut Street to the southern lot line of Lots 46 & 78 and the portion of Eleanor Lane from northern intersection with Thelma Lane to the eastern lot lines of Lot 15 & 60, as depicted on the Walnut Village Subdivision Plan dated October 17, 2005, recorded in Sussex County, Plat Book 108, Page 145, on October 6, 2006; and

WHEREAS, approval to operate those utilities has been obtained from the applicable State agencies; and

WHEREAS, Walnut Village LLC has provided the City of Milford with a maintenance bond for 10% of the value of public improvements and public utilities warranting said improvements for one year from the date of acceptance; and

WHEREAS, said developer has provided as-built drawings of the utilities to the City.

NOW, THEREFORE BE IT RESOLVED that the City Council of the City of Milford during a regular session of Council, by a favorable majority vote, accepts the water distribution system, sewer system, easements, sidewalks and public streets in the Walnut Village Subdivision, Phase I, that are to be dedicated for public use into the City of Milford's street system and public utility system.

BE IT FURTHER RESOLVED, that the City of Milford shall assume responsibility for the future maintenance and repair of the water distribution system, sewer system, easements, sidewalks and public streets in Walnut Village Subdivision, Phase I, as noted in this resolution.

Motion carried.

Introduction/Ordinance 2018-07/Chapter 88/Building Code

Vice Mayor Morrow introduced Ordinance 2018-07 and asked the Planning Director to comment.

Mr. Pierce advised that this ordinance is an amendment to Chapter 88, which would repeal the current version and adopt an updated Code, which includes the adoption of the 2012 IBC/IRC Building Codes. This would bring Milford current with Kent and Sussex Counties. The ordinance is scheduled for adoption at the next Council Meeting.

Introduction/Ordinance 2018-08/Chapter 55/Personnel Code

City Manager Norenberg introduced Ordinance 2018-08. He explained that a large majority of our Personnel Manual has not been updated since the early 1990's. There have been a few updates in various sections though never officially incorporated into the text.

This amendment has been under development for over a year. A number of meetings have been held during which time City Staff reviewed the manual. There has also been an official legal review of the document.

Noting there are forty plus pages, he asked that Council take some time to review it. He welcomes any questions between now and the next meeting.

Vice Mayor Morrow recommended Council be emailed a copy of the current Personnel Manual as well as any new changes in order for Council to compare the differences. He wants to be aware of any substantive changes being made.

The City Clerk will email those documents, along with the proposed Employee Manual.

EXECUTIVE SESSION

Councilmember Burk moved to go into Executive Session reference the below statutes, seconded by Councilmember Peel:

Pursuant to 29 Del. C. §10004(b)(4) Collective Bargaining Matters
Pursuant to 29 Del. C. §10004(b)(9) Personnel Matter

Motion carried.

Vice Mayor Morrow recessed the Council Meeting at 7:58 p.m. for the purpose as is permitted by the Delaware Freedom of Information Act.

Return to Open Session

City Council returned to Open Session at 8:12 p.m.

Collective Bargaining Matter-Police Teamsters Negotiations

City Manager Evaluation

Vice Mayor Morrow announced that no action was needed as a result of the discussions.

ADJOURNMENT

There being no further action, Councilmember Burk moved to adjourn the Council Meeting, seconded by Councilmember Mergner. Motion carried.

Vice Mayor Morrow adjourned the City Council Meeting at 8:14 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
March 26, 2018

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, March 26, 2018.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Christopher Mergner, Arthur Campbell, Lisa Ingram Peel, James Burk, Owen Brooks Jr., Douglas Morrow and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and City Clerk/Recorder Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

ABSENT: Councilperson: James Starling Sr.

CALL TO ORDER

Mayor Shupe called the Council Meeting to order at 7:01 p.m.

REVISION OF AGENDA

City Solicitor Rutt gave his approval to amend the meeting agenda.

Mayor Shupe then asked for a motion to move the Recognition Item relating to the Jefferson Award Recipients ahead of the Public Hearings due to the number of associated persons in the audience.

Councilwoman Peel moved to amend the agenda as requested by Mayor Shupe, seconded by Councilman Campbell. Motion carried.

RECOGNITION

Jefferson Award Recipients

Mallory Stratton introduced herself as the Program Manager for the Jefferson Awards Foundation. Part of her role is driving the youth programs in Sussex County and she is here tonight on behalf of the LEAD360 program.

She provided some background on the Jefferson Awards stating it began forty-five years ago by Jacqueline Kennedy Onassis, Senator Robert Taft Jr. and Delawarean Sam Beard. The Jefferson Awards Foundation identifies and honors local unsung heroes celebrating their outstanding community service.

Ten years ago they wanted to engage young people ages five to twenty-five in services across the country by seeking and celebrating outstanding youth ideas and replicating the best nationwide. Participants are required to submit their service project ideas for the opportunity to be recognized nationally.

To date, LEAD360 has had more than 6,500 projects, engaged in over one million people nationwide, worked with over forty national partners, had more than one million impressions on social media and impacted over twelve million lives.

A nationwide vote selects the project and this year, one of the finalists was from Delaware. Of the five national finalists, Reagan and Payton Garnsey, ages six and eleven, were the 2018 winners of the LEAD360 contest for finding the Buckets of Love Project as a way to give back to children in their community. Since June 2017, Buckets of Love has donated more than 100 buckets specifically for children ages two to twelve in area hospitals and homeless shelters.

Reagan and Payton Garnsey were one of five 2018 finalists announced in February, and were selected as the winner through an online vote. Their idea will be activated on a national level throughout the remainder of 2018.

Seven mayors throughout Delaware partnered with LEAD360 and committed to hosting and promoting the service contest in their community.

The 2017-2018 State of Delaware Phase 1 competition resulted in 136 projects, 38,631 volunteers, 222,010 volunteer hours, 374,529 lives impacted and a more than \$5,150,632 financial impact.

Four schools, including students from Milford Central Academy, participated in the Abbott's Mill Nature Center Cleanup and assisted with removing debris from the walking trails as well as overgrown trees and picked up trash.

Ms. Stratton also announced this year's City of Milford's top project who will continue to compete in the Delaware Mayor's Top Project at the Delaware Salute to Service Event along with the six winners from the other communities supporting this effort. This year's winner is Jenna Dewey, whose book drive throughout the entire school district resulted in the collection of 1,460 books that will be used to create a Children's Library at a local Women and Children's Shelter.

The City of Milford had two projects with 30 volunteers, 316 volunteer hours, \$4,650 lives impacted and a more than \$7,000 financial impact.

The 2017 Phase 2 Delaware winner was Emma's Art Kits. As a young cancer patient, Emma faced many brain surgeries and a lot of strife through her medical journey. As a result, she created this project to supply art supplies to every child going through a difficult time, whether receiving medical treatment, in a homeless shelter or just needing an outlet to express themselves.

The over 13,000 art kits donated equated to a \$119,000 financial value.

Ms. Stratton then announced that two of the Phase II participants including Milford Central Academy, Jobs for Delaware Graduates were in attendance. Bryce Bowe, Logan Chisenhall, Aberlynn Elkey, Wesley Sharp, Chase Stump and Naje Whaley and Monica Becton-Jones, JDG Middle School Specialist were then recognized.

Milford Central Academy donated 50 art kits they provided to the Milford Multi-Cultural Center.

She noted that Delaware contributed to over half of the national art kits and she is very proud of the many businesses and organizations who stepped up to help.

The Buckets of Love Project was chosen from among 5,000 projects submitted across the country.

Ms. Stratton encourages everyone to support the 2018 Buckets of Love Project for maximum impact this year. Awards will be given in 2019 to the group that has the largest impact.

She then thanked the youngsters that participated as well as Mayor Shupe for participating.

Mayor Shupe thanked those in the Milford Community that engaged and their families that assisted and provided the encouragement to make their children want to serve others.

ADJOURNMENT

Councilwoman Wilson moved to adjourn the Council Meeting, seconded by Councilman Brooks. Motion carried.

The Meeting, as amended, was adjourned at 7:15 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
March 26, 2018

Milford City Council held Public Hearings on Monday, March 26, 2018 in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilmembers Christopher Mergner, Arthur Campbell, Lisa Peel, James Burk, Owen Brooks Jr., Douglas Morrow and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and City Clerk Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

ABSENT: Councilmember James Starling Sr.

Mayor Shupe called the Public Hearing to order at 7:16 p.m.

Planning Director Rob Pierce was also present.

ORDINANCE 2018-03

*Conditional Use Amendment, Planned Unit Development and Preliminary Major Subdivision
Mispillion Realty LLC*

23.348+/- acres R-3 Zoning District

Between Old Shawnee Road and South DuPont Boulevard, Milford, Delaware.

Present Use: Vacant Land Proposed Use: Planned Unit Development (Brookstone Trace).

Tax Map 1-30-3.00-80.02; 1-30-3.00-443.00 thru -561.00; 1-30-3.00-77.01; 1-30-3.00-78.00

Planning Director Pierce provided the following data:

The application is for a revised Planned Unit Development and Preliminary Major Subdivision for the Brookstone Trace Development. The land is designated moderate density residential in the City Comprehensive Plan and is presented zoned R-3/Garden Apartment-Townhouse District.

The community is partially developed with parcel roads and infrastructure though no homes have been constructed to date. The property was annexed into the City in November 2005 and received Council approval for the Planned Unit Development containing 119 townhouses in September 2006.

The Planning Commission and City Council approved a revised Planned Unit Development in May and June 2016 which is different from what is being presented this evening. The amended Planned Unit Development is now proposed for 128 townhouse lots, and two 5,600 square foot apartment buildings containing 24 units total. This is an increase in townhouse units and a decrease in apartment units from the preliminary approval granted in 2016.

The applicant also proposes to remove the Community Recreation Building that was added during the Preliminary Approval in 2016. That center amenity area will be replaced with a walking trail, recreational pond, playground and other recreational amenities.

Fieldstone Avenue is already constructed with curbing, road base and sewer and water utilities. The proposed apartment site is an adjoining two +/- acres to the west side of the property.

The packet includes a staff report with an analysis of the Conditional Use and the Planned Unit Development under Section Two.

The revised Planned Unit Development and Preliminary Major Subdivision were reviewed and recommended for approval

by the Planning Commission in February 2018. In addition, the apartment site plan was approved by unanimous vote.

Councilman Mergner asked the size of the square footage of the 24 units; Mr. Pierce explained the buildings are three-story, 5,600 square feet consisting of 12 units.

A clarification was made that the original approval was for 119 townhouse units and the new application increases that number by nine townhouses. The lot sizes were reduced from 24 feet to 20 feet to accommodate the request of a builder who is interested in starting construction. The Revised Preliminary Plan contains several reduced lot lines and the reason they were able to pick up additional units in the subdivision layout.

Mr. Pierce further explained the site plan was reviewed by the Planning Commission and meets the zoning requirement of 2.5 parking spaces per unit. The townhouses will have driveways and off-street parking.

Applicant Jamie Masten of Mispillion Realty, 715 South DuPont Highway, Milford, responded by stating this is a very similar plan to the original version. That plan contained 164 units and the new plan has 12 less units or 152 units. Initially, there was no market for townhouses though 119 were first approved. The market changed and Mr. Masten purchased the property from the bank and added a couple of acres, removed some townhouses and added the apartments proposed in the last plan. In the meantime, they lost a few units to the Fire Marshal when receiving final approval for the fire lanes/emergency right-of-ways.

Following that approval, Ryan Homes became interested in the townhouses though they preferred a twenty-foot wide lot versus the approved twenty-four feet based on economical reasons. Ryan Homes' goal is to build a 1,200 to 1,400 square feet unit versus the previous developer who wanted 24-foot wide lots and 2,800 square feet units at a cost of approximately \$300,000.

The work force product Ryan Homes will sell between \$150,000 and \$160,000 to make them more affordable according to Mr. Masten. If the clubhouse was included, the HOA fee would increase to \$1,300 to \$1,500 a month which is the reason it was eliminated along with the pool. Despite that, the walking trail was added, along with some picnic benches and play areas for children.

None of the lot lines were changed in Phase I where the streets and infrastructure already exist. However, a few amendments were made to Phase II.

Mr. Masten shared that he also owns the Lakeview Apartments by the old L&W Building, which are two-bedroom, two-bath units and approximately 800 square feet. This would be a similar produce to those that rent between \$800 and \$1,000 a month.

There being no further questions from Council, Mayor Shupe opened the floor to public comment. No one responded. The Mayor then closed the public comment period.

Councilman Morrow said the affordable housing appeals to him. Councilwoman Wilson agreed, adding she likes the idea of the townhouses to accommodate more families in this area.

Councilwoman Wilson moved to adopt Ordinance 2018-03, seconded by Councilman Burk:

ORDINANCE 2018-03

Mispillion Realty LLC for a Conditional Use Amendment to allow a Planned Unit Development and Preliminary Major Subdivision on 23.348+/- acres in an R-3 Zoning District.

Property is located between Old Shawnee Road and South DuPont Boulevard

Present Use: Vacant Land Proposed Use: Planned Unit Development (Brookstone Trace)

Tax Map 1-30-3.00-80.02; 1-30-3.00-443.00 thru -561.00; 1-30-3.00-77.01; 1-30-3.00-78.00

WHEREAS, the City of Milford Planning Commission considered the ordinance, as described, at a duly noticed Public Hearing on February 20, 2018 and recommended its adoption to City Council; and

WHEREAS, Milford City Council conducted a duly noticed Public Hearing on March 26, 2018 to consider all information

presented by City Staff, the Applicant, and written and verbal public testimony; and

WHEREAS, it is deemed reasonable, beneficial, and in the best interest of the City of Milford to allow a Conditional Use to allow a Planned Unit Development as herein described.

NOW, THEREFORE, the City of Milford hereby ordains as follows:

Section 1. Upon the adoption of this ordinance by City Council, Mispillion Realty LLC is hereby granted a Conditional Use Permit to allow a Planned Unit Development, in accordance with the application, effective on the date so noted.

Section 2. Construction or operation shall commence within one year of the date of issuance of the permit otherwise the conditional use becomes void.

Section 3. Dates.

Planning Commission Review & Public Hearing: February 20, 2018

City Council Introduction: March 12, 2018

City Council Public Hearing: March 26, 2018

Adoption: March 26, 2018

Effective: April 5, 2018

Motion carried by the following unanimous roll call vote of those present:

Mergner: Vote to approve based on the recommendation of the Planning Commission.

Campbell: Vote to approve based on the Planning Commission's review and determination.

Peel: Recommend to approve based on the fact that we are hearing that Milford need more affordable housing suitable for our folks that are working hard and want to be in a place where they can feel comfortable.

Burk: Votes yes based on the recommendation of the Planning Commission and City Staff. He feels it is a good thing for Milford.

Brooks: Votes yes because it is needed.

Morrow: Votes yes because the Planning Commission approved it, it is needed and its going to be put together well.

Wilson: Votes yes for all the reasons that have been previously stated.

Ordinance 2018-04

Conditional Use

Greater Milford Development Company LLC

Hotel on 1.86+/- acres C-3 Zoning District

Silicato Parkway, approximately 900 feet south of Northeast Tenth Street Intersection, Milford, Delaware.

Present Use: Vacant Land; Proposed Use: Hotel (Microtel Inn).

Tax Map MD-16-174.15-01-01.04

Planning Director Pierce provided the following information:

The application is a Conditional Use for a proposed Microtel Hotel. The Comprehensive Plan designation for this property is Highway Commercial and is presented zoned C-3 (Highway Commercial District). The parcel is located along Silicato Parkway directly north of the existing Royal Farms.

The applicant proposes to construct a 39,592 square foot, four-story structure with a total of seventy-seven rooms. The hotel will not include a restaurant or bar, though there is a planned pool on the northwest side of the building. Primary access to

the property will be from Silicato Parkway, with secondary access from the existing and proposed interconnections with the adjoining commercial parcels.

Chapter 230-14(C)(1) states motels or hotels with a minimum lot size of three acres are a conditional use subject to special requirements set forth by City Council.

The Preliminary Site Plan was subject to three variance requests which were reviewed by the Board of Adjustment on February 8, 2018 and subsequently approved. The applicant sought relief from the minimum lot size requirement of three acres to construct a hotel on a 1.86 acre parcel.

In addition, a second variance was sought for the amount of loading berths required. City codes required two loading spacing for the site and the Board of Adjustment granted approval to allow only one.

The third variance sought relief from the required on-site parking of eighty parking spaces; however the applicant has only provided seventy-seven spaces which were approved by the Board of Adjustment.

Other than the three variance requests, the Preliminary Site Plan and Conditional Use application met all the use and area regulations set forth in the City's Zoning Chapter.

Included in the Council packet is the Staff's evaluation of the Conditional Use based on Chapter 230-48. The application was reviewed by the Planning Commission in February 2018 after which approval was recommended by a unanimous vote.

The Planner Director confirmed there are two vacant lots between Grottos and Royal Farms where the hotel will be developed on the southern most vacant lot or just north of the Royal Farms.

Professional Engineer Ring Lardner, Principal of the firm Davis, Bowen and Friedel, 1 Park Avenue, Milford, Delaware, was present on behalf of the Silicato-Wood Partnership LLC and Milford Microtel LLC. Their representative Ernie Felici was also present.

Mr. Lardner requested the City Planning Director's comments be included in his official record to prevent repeating that information. He further explained the hotel will be located on parcel four of the subdivision.

He shared that Silicato-Wood Commercial Development could be considered a commercially, planned district similar to a residential planned community. This development is a five-lot commercial subdivision first recorded in 2009. The five lots vary in size from 1.66 to 3.42 acres of land.

The five lots were originally designed to accommodate a Kids Cottage, Grottos, hotel, bank and a convenience store with gas pumps. In November 2008, a Site Plan, Conditional Use and a Variance Application were filed for the hotel, a Site Plan and Conditional Use for Grottos, a Site Plan and Conditional Use for Royal Farms and a Site Plan and Conditional Use for the Kids Cottage.

The Silicato-Wood Commercial Development also installed Silicato Parkway and the entrance off State Route 1 as well the regional stormwater management system for the five parcels and adjacent lands. All four applications have received or requested Variances, Conditional Uses and Preliminary Site Plan approval. Only the Grotto Pizza and Royal Farms were constructed from 2010 through 2012.

The hotel and the Kids Cottage did not move forward due to economic reasons at the time.

Milford Microtel intends to build a four-story, 77-room Microtel Inn and Suites. The Planning Commission recommended approval and granted Preliminary Site Plan Approval at their February meeting.

This project has received approval from DelDOT, Kent Conservation District, Office of the State Fire Marshal and DHSS. This past Friday a revised plan was submitted to the City of Milford's Public Works with hope it will be approved in the next few days.

The hotel is consistent with the surrounding uses, will not negatively impact the surrounding properties and will add additional economic impact to the existing Grottos and Royal Farms. It will also provide lodging for those visiting and supporting the Kent County DE Turf Sports Complex who recently announced fifty events have been scheduled in 2018. It will also provide lodging for the new medical campus scheduled to open in 2019.

The hotel will also be used during the summertime for vacationers going to the beach in addition to as well as many special events such as NASCAR and FireFly.

In conclusion, Mr. Lardner believes the application will satisfy the requirement of Section 230-48 and the Conditional Use should be approved.

There being no questions from City Council, Mayor Shupe opened the floor to public comment. No one responded and Mayor Shupe closed the public comment portion of the hearing.

Councilman Brooks said the only problem he had was the traffic on Tenth Street and he thought the bypass would be finished first. He said that Mayor Shupe and the City Manager have assured him that Milford Police Department can handle any problems.

Mayor Shupe explained that DelDOT is working very closely with the developers of this project and referenced the groundbreaking ceremony for the Northeast Front Street Overpass today. He further reported that during construction, they will be closing the crossovers on Route 1 which should slow down the traffic flow on that street. Individuals leaving and going east on Northeast Tenth or Northeast Front Streets will only be able to go north due to the crossovers being eliminated.

The City is confident that DelDOT will remain in constant communication during the project to make it as safe as possible.

Councilman Burk moved to adopt Ordinance 2018-04, seconded by Councilman Morrow:

ORDINANCE 2018-04

Greater Milford Development Company LLC for a Conditional Use to allow a hotel on 1.86+/- acres in a C-3 Zoning District. Property is located on Silicato Parkway, approximately 900 feet south of NE Tenth Street Intersection.

Present Use: Vacant Land; Proposed Use: Hotel (Microtel Inn).

Tax Map MD-16-174.15-01-01.04

WHEREAS, the City of Milford Planning Commission considered the ordinance, as described, at a duly noticed Public Hearing on February 20, 2018 and recommended its adoption to City Council; and

WHEREAS, Milford City Council conducted a duly noticed Public Hearing on March 26, 2018 to consider all information presented by City Staff, the Applicant, and written and verbal public testimony; and

WHEREAS, it is deemed reasonable, beneficial, and in the best interest of the City of Milford to allow a Conditional Use to allow a hotel as herein described.

NOW, THEREFORE, the City of Milford hereby ordains as follows:

Section 1. Upon the adoption of this ordinance by City Council, Greater Milford Development Company LLC is hereby granted a Conditional Use Permit to allow a hotel, in accordance with the application, effective on the date so noted.

Section 2. Construction or operation shall commence within one year of the date of issuance of the permit otherwise the conditional use becomes void.

Section 3. Dates.

Planning Commission Review & Public Hearing: February 20, 2018

City Council Introduction: March 12, 2018

City Council Public Hearing: March 26, 2018

Adoption: March 26, 2018

Effective: April 5, 2018

Motion carried by the following unanimous roll call vote of those present:

Mergner: Vote to approve based on the recommendation of the Planning Commission.

Campbell: Vote to approve as a result of the Planning Commission's review and determination and he believes the lodging is needed.

Peel: Recommend to approve based on the fact there is a need in Milford.

Burk: Votes to approve based on the previous reasons stated by Councilmembers.

Brooks: Votes yes for the same reasons as Councilman Burk.

Morrow: Votes yes because the hotel is needed and Microtel puts together a nice hotel and he is familiar with the one in Dover and the new one in Millsboro or similar town.

Wilson: Votes yes to approve adding she thinks the timing is right based on the growth that is occurring and there is a need for another hotel in our little town.

ADJOURNMENT

Councilman Mergner moved to adjourn the Public Hearing, seconded by Councilman Campbell. Motion carried.

The Public Hearing adjourned at 7:38 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder

MILFORD CITY COUNCIL
MINUTES OF MEETING
March 26, 2018

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, March 26, 2018.

PRESIDING: Mayor Bryan Shupe

IN ATTENDANCE: Councilpersons Christopher Mergner, Arthur Campbell, Lisa Ingram Peel, James Burk, Owen Brooks Jr., Douglas Morrow and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and City Clerk/Recorder Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

ABSENT: Councilperson: James Starling Sr.

CALL TO ORDER

Mayor Shupe called the Council Meeting to order at 7:38 p.m.

INVOCATION AND PLEDGE

The Pledge of Allegiance followed the invocation given by Councilmember Wilson.

RECOGNITION

City Employee Recognition

Public Works Director Mark Whitfield stated that he has three commendations this evening.

He introduced Christie Murphy, Solid Waste and Facility Supervisor. Ms. Murphy took on the role last summer and has overseen a lot of the changes that have occurred in the solid waste collection.

Mr. Whitfield noted Ms. Murphy's passion to customer service and her will to improve services and provide the best service the City can to our customers. The second automated truck has allowed the reduction of man hours and in order to do the collection, she is presently working with a vendor in the routing of trucks. One thing that was absent prior to her taking this position, was prescribed routes that each truck follows. Unfortunately that led to a number of misses each week after which the driver would have to return to service the customer. Reducing the number of misses was vital and Ms. Murphy has excelled in making these prescribed routes work. There will be tablets within the truck will show where every container should be located. If the container is missing, a notation will be made to help reduce the number of misses and improve the overall customer service.

Ms. Murphy has also been working on replacing a number of containers, some of which are more than twenty years old, in a systematic number.

In addition, she has been overseeing a number of DNREC Grants, one of which involved the new containers in the downtown area, which the City ended up budgeting \$25,000. But because of some other grants, those funds were not needed for that project.

He then recognized Ms. Murphy for the outstanding work done over the last eight months.

Mr. Whitfield then presented Ms. Murphy with a couple of gifts and expressed his gratitude.

The Public Works Director then introduced Charlie Nordberg, the City's Streets and Utilities Supervisor. Mr. Whitfield stated

that the first six months went smooth. Then during the first week of January, the City experienced the snowstorm and four water line leaks in the same weekend.

Regardless of what time Mr. Whitfield went to the Public Works Office, day or night, Mr. Norenberg was there. He has no idea if he went home and slept at all that weekend. However, Mr. Norenberg survived and he and Mr. Whitfield learned a lot together. They also looked at some ways of improving some things in the future with upgraded equipment that will help forego those issues in the future.

He expressed gratitude to Mr. Nordberg and looks forward to working with him on the Capital Improvement Plan and increased efficiency productivity.

Mr. Whitfield reported that there will be a demonstration of the pothole patcher tomorrow adding that the first repair will be on Ballpark Lane which should make many residents happy.

The Public Works Director provided Mr. Nordberg with a couple gifts in appreciation as well.

Mayor Shupe thanked Mr. Nordberg who allowed him to ride in his plow during the snowstorm.

Mr. Whitfield stated that he also wanted to recognize the City's Electric Division. He referenced to the recent chastising by Governor Andrew Cuomo of the New York State Public Utilities for their lack of response and what customers were dealing with and what their employees were not doing to restore power in a timely manner for their customers.

The Public Works Director is pleased to report that we went through four Nor'easters, not to the same extent as New York, though we still had serious weather issues but very few power outages and most of those were single family homes where a pole or a service line was lost mostly caused by private trees that came down.

Mr. Whitfield feels that is a testament to the preventive maintenance our employees do. They do a great deal of work to ensure our lines are clear from tree lines and maintenance on the lines and poles.

He emphasized our electric employees pride themselves in the fact that they want to have power restored within an hour. Mr. Whitfield is unaware of anyone that was out of power for more than an hour during all four storms.

Mr. Whitfield was on vacation during the one storm and when he came home on Sunday he found his backup generator running. He is on Delaware Co-Op and burned through about thirty pounds of propane during that weekend as a result. Had Smart Meters been installed, the power company would have known his power was out.

He feels that preventive maintenance and the extra things our electric division does is well worth the effort as is seen during these incidents.

Mr. Whitfield will recognize them later this week.

City Manager Norenberg added that in a recent edition of the Delaware State News there were several notes about the outages elsewhere. Though Milford had a lot of wet snow, it was not nearly as bad the northern portion of Delaware where a lot of trees came down. He feels we are very fortunate our crews work hard to prevent losing power in these situations and kudos to them under their Supervisor Rick Carmean.

The City Manager announced that Rick's wife Lisa, who is our Human Resources Manager avoids the limelight. For those that were unaware, Ms. Carmean is retiring at the end of March. She asked him not to do much though he presented her with a Certificate and card to thank her for her many years of service.

He then read the tribute into record:

On behalf of grateful employees, the City Council and the Milford community, we recognize and salute you for 23 years of dedicated service to the City of Milford!

Your commitment to our City employees has been appreciated and your contributions toward the betterment of our

organization will be long-lasting.

He then provided her with a gift and gift card to Rick and Lisa Carmean's favorite restaurant.

Mr. Norenberg then introduced the City's new Human Resources Administrator Jamesha Eaddy who started today and will enjoy a busy week of downloading information. She has already attended the State Benefit Committee Meeting.

Ms. Eaddy then introduced herself stating that she moved here last year from Charlotte, North Carolina. Her fiancé is stationed at Dover Air Force Base. Prior to coming to Delaware, she was also in the Air Force and then worked as a civilian for the Air Force. She then transferred from the Government to Bank of America Corporate Office and then TIAA-CREF which is now just TIAA.

She moved here and most recently had an HR role at Burriss.

Ms. Eaddy concluded by stating she is very excited to be in Milford and thanked everyone for having her.

City Manager Norenberg stated they went through a great selection and interview process for the position. He was very happy with the quality of the candidates and thanked Lisa Carmean for coordinating adding that Chief Brown and Public Works Director Whitfield participated in the interview process.

He welcomed Ms. Eaddy adding he is very happy to have her in Milford and is very confident she will do a great job..

COMMUNICATION & CORRESPONDENCE

Scheduling/Committee Meetings

City Manager Norenberg referenced the following request:

Please confirm your availability for the following committee meetings for the month of April.

Joint Public Works and Finance Committee Meeting
(Brooks, Morrow, ~~Peel~~, Burk, Mergner)
Monday, April 9, 2018
6:00 pm (prior to Council meeting)

*Public Works Committee Meeting
(Brooks, Morrow, Peel)
Monday, April 16, 2018
5:30 pm

Police Committee Meeting
(Burk, Wilson, Brooks)
Monday, April 23, 2018
6:00 pm (prior to Council meeting)

Economic Development Committee Meeting
(Mergner, Peel, Starling)
Monday, April 30, 2018
6:00 pm

*All members have confirmed their availability. Added to this document as a reminder.

City Manager provided a brief review of the agenda items for each meeting.

Councilman Mergner suggest that if these meetings were scheduled before the Council Meetings, it would make things easier.

City Manager Norenberg noted there are only two meetings each month.

Councilman Mergner asked if the Economic Development Committee Meeting could be moved to May 14th and would prefer to combine it with another meeting. However, in this case, he does not want to hold up anything and he is willing to make the additional Monday work.

Councilwoman Peel prefers standing meetings before Council meetings and recommends a meeting before and after the Council meeting.

Mr. Norenberg agreed and asked for confirmation that Council is suggesting committee meetings before and after Council meetings. Councilwoman Peel said two can be scheduled before the meeting, that would work. If there is a committee meeting scheduled that is not needed, it can be canceled and adjusted.

Councilman Mergner expressed concern about meetings after the Council meeting. However, he is willing to come in at 5:00, 6:00 or 7:00 p.m. He is trying to eliminate the emails going back and forth and knows that is frustrating for the City Clerk's office. Council is aware of their meetings on two Mondays and recommends trying to add the committee meetings earlier that evening.

It was recommended to add the Economic Development Committee meeting at 5:30 p.m. and schedule the Police Committee meeting at 6:30 p.m.

The following times were confirmed:

April 23, 2018	Economic Development Committee	5:30-6:30
April 23, 2018	Police Committee	6:30-7:00

In the meantime, the City Manager will work out a scheduling scheme for some regularly scheduled Committee dates which he will present to Council for confirmation.

Councilman Mergner also asked for verification of the April 9th Public Works and Economic Finance Joint Committee meeting at 6:00 p.m.; Mr. Norenberg stated yes.

UNFINISHED BUSINESS

Ordinance 2018-07/Chapter 88 Building Code

Planning Director Pierce referred to the following memo:

The construction and alteration of all residential or commercial structures within the City of Milford is governed by Chapter 88-Building Construction. Chapter 88 adopts the 2006 International Residential Code (IRC) and the 2006 International Building Code (IBC) which regulate residential and commercial building construction within City limits. These standardized codes are developed by the International Code Council (ICC) and are typically updated every three years.

Building and Residential Code Comparisons

The adopted codes of each county and larger municipalities are provided below for comparison;

Kent County 2012 IRC, 2012 IBC
 Sussex County 2012 IRC, 2012 IBC
 Wilmington 2012 IRC, 2012 IBC
 Dover 2009 IRC, 2009 IBC
 Newark 2012 IRC, 2012 IBC
 Middletown 2012 IRC, 2012 IBC
 Smyrna 2012 IRC, 2012 IBC
 Seaford 2009 IRC, 2009 IBC

Georgetown those adopted by Sussex County
Elsmere 2000 IRC, 2000 IBC
New Castle 2000 IRC, 2000 IBC
Millsboro 2003 IRC, 2003 IBC
Laurel 2009 IRC, 2009 IBC
Harrington 2012 IRC, 2012 IBC
Camden 2006 IRC, 2006 IBC

Each community may have different additions, insertions or deletions of specific portions of the adopted IRC or IBC code.

In 2017, the City was graded by Insurance Services Office, Inc (ISO) under the Building Code Effectiveness Grading Schedule (BCEGS) which assesses the building codes in effect in a particular community and how the community enforces those building codes. Municipalities with well-enforced, up-to-date codes should demonstrate better loss experience, and insurance rates can reflect that. The BCEGS program assigns each community a grade from 1 (best) to 10 (worst). ISO develops and provides BCEGS classifications, advisory credits and related underwriting information to insurers.

The 2017 audit returned a grade of 10 for the City, primarily due to the fact that the City operates under an older version of the ICC. For comparison, the City had undergone a similar audit in 2011 where the City scored a 6 on both the residential and commercial building codes. By adopting the 2012 IRC and IBC, the City would improve their BCEGS grade to 5.

In January 2017, the Department notified homebuilders and individual contractors of the proposed code update and offered to meet with them to discuss concerns in an effort to gather input prior to presenting a code amendment to the Economic Development Committee and City Council. These same contractors were invited to attend the Economic Development Committee meeting.

The Department compared the current City additions, insertions and deletions with those adopted by both Kent and Sussex County to formulate the draft additions, insertions and changes in the provided code amendment.

The main modifications include the following;

- *R311.7.5.1 Risers (similar to Kent and Sussex County) - increases the maximum riser height from 7 3/4 inches to 8 1/4 inches.
- *R311.7.5.2 Treads (similar to Kent and Sussex County) - decreases the minimum tread depth from 10 inches to 9 inches.
- *R313 Automatic Fire Sprinkler Systems - Deleted in its entirety. (similar to Kent and Sussex County)

Staff recommends adopting Ordinance 2018-07, the 2012 International Residential Code and 2012 International Building Code along with the provided additions, insertions and deletions (see 03/26/18 Council Packet).

Councilman Burk asked how many builders have been contacted; Mr. Pierce stated ten to twelve builders and the majority wanted the City to align with the County. However, Kent County handles things differently than Sussex County. The main similarities are listed in the above memo.

He leaned more toward the Sussex County amendments because there were fewer.

Mr. Pierce did speak with two builders who provided specific input. One relating to requiring landings on the outside of sliding doors (required by Kent County). The second was related to ball anchoring (Kent County) though there are questions about whether certain departments enforce certain perimeters in that section of the residential code. His goal was to keep it as simple as possible.

He did review this with the consultants the City works with. The intent is to keep with the counties in addition to homeowner insurance benefits.

One minor typo will be corrected.

Mayor Shupe opened the floor to public comment. No one responded and the public comment portion of the meeting was closed.

Councilman Burk moved to adopt Ordinance 2018-07 as presented, with the grammar correction, seconded by Councilwoman Wilson. Motion carried.

Ordinance 2018-08/Chapter 55 Personnel Code

City Manager Norenberg reported the City's personnel ordinance (policies and regulations contained in Chapter 55 of the Milford Code) has had minimal updates since 1992. A review and update began in 2009 but was not completed. The purpose of this memo is to outline the recent review of the City's personnel policies and regulations and recommended changes.

City administration began review of the current personnel ordinance in 2016. By 2017, a first draft was ready for review by the management team that includes the all Department Directors, the Chief of Police, the City Clerk, the Human Resources Administrator and the City Manager. During several meetings over many hours, this team reviewed the old document and the new document, section by section, to assess needed updates and additions for the updated document. The draft Employee Policy Manual was then reviewed and edited by labor attorney Molly DiBianco, a partner at the firm of Smith, Katzenstein & Jenkins LLP, for compliance and inclusions of all policies required under federal and state laws.

Following is a review of the key updates and changes from the existing City of Milford Personnel Ordinance to the new Employee Policy Manual:

- Rename to Employee Policy Manual for a better connection with employees. The final, approved document will be provided to all employees in whatever form they prefer (hard copy or electronic) and will be available online. Training will also be provided and each employee will be asked to sign an acknowledgement of receipt of the Manual.
- Simplify or define topics for a clearer understanding by employees.
- Update to include processes, rules or other practices that have been followed over the years, but never formally documented in the personnel ordinance.
- Document the change from Probationary Period to Introductory Period. (Defines the first six months of employment in a more positive perspective.)
- Authorize and document the use of Flex Time, which can be beneficial in controlling overtime costs and work needs of the City, while creating flexibility for employees.
- Clearly define the existing practices for Lunch and Break Periods.
- Emergency Conditions was slightly modified in making the decision of City closings, to address the best interest of the citizens of Milford, while maintaining the concerns for safety of City employees.
- Vacation Sell Back was previously approved. Now the program is now incorporated into the manual for a clear explanation of when and how it can be used.
- Sick Leave has been updated to help administer for abuse of sick leave, but also to reward employees that use their sick leave only when absolutely needed, by increasing the at time of termination compensation from 156 hours to 240 hours.
- Update to include all current benefits with description highlights.
- Bereavement Leave is clearly defined as to who are immediate family members and who are extended family members.
- Family and Medical Leave is updated and includes the designation of tracking on a rolling year, instead of a calendar year.
- Jury Duty/Court Appearance was updated to clarify policy for situations when an employee must appear in court vs. actually serving jury duty.
- Harassment and Discrimination was updated to reflect current Federal and State laws and practices.
- Participation in Political Activity was condensed for a simpler explanation.
- Gifts and Gratuities is updated to indicate compliance with the Delaware Code of Conduct (ethics laws and related statutes/opinions).
- Volunteer Fire Response was added to clarify approval of an employees' volunteer fire service, during work hours, to help support Carlisle Fire Company's needs to respond to fire calls during regular business hours.
- Internet & Email Policy and the Telephone, Cellular Phone and Data Service Policy were updated to make clear the responsibility that employees have using the City's devices and systems safely and responsibly.
- Employee Recognition was added to help develop a practice of recognizing employees who uniquely distinguish themselves through outstanding performance or innovation that exemplifies dedication, creativity and personal integrity.

- Grievance Policy was changed to more clearly define the steps that an employee must follow when they have a grievance.
- Smoke-Free/Tobacco-Free Environment was updated to reinforce the State law and to remind employees that they may smoke during approved break times and only at approved locations. It also includes contacting HR to obtain information about quitting.
- Glossary of Definitions and Terms was added for helping employees to understand terms that they may not be familiar with and need defined.

Please contact either Lisa or me if you have questions prior to the City Council meeting. Otherwise, we will both be on hand during the City Council meeting for a presentation and questions

Councilman Morrow appreciates the synopsis that was provided by the City Manager and appreciates that effort. He pointed out it is a very large document and recommends a workshop to review it. There were a number of policies referenced in the document that were not included. He is unfamiliar with them and being the HR field, feels they should be presented to review as well.

He would prefer more time to review it and believes it would be more appropriate in a workshop session.

Councilman Morrow also noted that the appointing authority is mentioned throughout the manual and according to Mr. Norenberg, that is the City Manager or someone that has the power to appoint over all the departments. However, the Police Chief is mentioned though he feels that section needs to be cleaned up and some clarification added.

City Manager Norenberg said he is happy to get additional policies to Councilman Morrow, but with the HR Manager's retirement, he prefers having any questions or concerns tonight. He further explained that some of those are administrative policies.

Councilman Morrow asked if there is anything in the new manual that was increased or decreased that Council is aware of.

Councilman Brooks questioned the sick leave will be compensated from the current 156 hours to 240 hours.

Mr. Norenberg explained the basic concept is to try and reward employees for minimizing their use of sick versus abusing sick leave and something that was tentatively agreed to with the teamsters agreement.

HR Manager Carmean agreed there is a tie in to the ongoing negotiations and past history when City Council has approved additional sick leave for some employees (inaudible). Originally, she explained, that both the City Manager and Police Chief felt there was a need to reward employees for not taking advantage of their sick leave. There have been instances where employees have used their sick leave as quickly as they gained it which appeared to be a bigger advantage than those that don't use it and eventually lose it when they leave. This will encourage employees to not abuse it.

She also said it ties into the recent job classification/compensation study that was completed and another way to reward employees and make them feel appreciated.

Councilman Brooks said he worked for DuPonts for thirty-six years and he accumulated it. He was out one time for eight weeks and they paid his salary for eight weeks. It was a matter of accumulating it and if he needed it he would take off. When he was off sick, he went to the doctor to sign a paper. He has talked to people who have said they were off and when he asked them if they were on vacation, they would say, no on sick time. He said they babysit their kids and go shopping. It's a new ballgame today compared to the DuPont Company. However, he is not talking about City employees.

HR Manager Carmean continued (inaudible). She further stated that today, there are doctors that are practicing that will actually ask someone how many days the employee wanted off. She had one City employee tell her that and that employee said to the doctor they did not want any days off and how long do I have to be (inaudible). With this sick leave policy, it would also provides a tracking record to ensure that employees are using it when they need it and are not abusing it.

Councilman Burk asked if the safety boots regarding a new employee not receiving them until after three months is a new policy; Ms. Carmean stated that is policy approved back in 2015.

Councilman Burk asked what happens during the first three months and does the new employee provide their own boots.

According to Councilwoman Peel, that would be outlined and referred to the updated probationary status/introductory period which is typical with state employment as well.

Ms. Carmean said that was requested and has been in place for the past couple years. She stated it is a more positive reinforcement thing and probationary meaning someone that is just starting out and has done nothing wrong (inaudible).

Councilman Morrow referenced the first page, which states policies and procedures referenced, but not contained within this manual can be obtained from either the supervisor, department director or HR. He prefers that Council see them first and available to our employees. It appears this is incomplete because of that.

The City Manager understands and agrees it is a big document and there is no urgency to have it approved it tonight though he preferred that any questions were asked before Ms. Carmean retired.

Mayor Shupe opened the floor for public comment. No one responded. The Mayor then closed the floor for comments.

Councilman Morrow reiterated that he wants to see those policies before anything is voted on; Councilman Burk asked if those policies have changed. Mr. Norenberg explained that some of the policies are new, such as the work from home policy though others have been in place for years such as the work boot and computing resources policies. Councilman Morrow said he prefers to see what is new or what has been changed. He also wants to see anything that is changed in the future adding that Council may want something included that is not in it.

Councilman Morrow moved to schedule a workshop to discuss the personnel manual, seconded by Councilman Brooks. Motion carried.

A discussion followed about the date of the workshop. Mr. Norenberg feels the April 9th agenda will be fairly light and recommends it be handled as a workshop at the beginning of that meeting.

Councilman Morrow moved to amend his motion to add the April 9th workshop, seconded by Councilman Brooks. Motion carried.

NEW BUSINESS

Approval/City of Milford 2018 Election Board

Councilman Burk moved to appoint the following residents to the 2018 Election Board:

Karen Boone
Joanne Leuthauser
Katrina White

Motion seconded by Councilwoman Peel and carried.

EXECUTIVE SESSION

Councilmember Burk moved to go into Executive Session reference the below statutes, seconded by Councilmember Peel:

Pursuant to 29 Del. C. §10004(b)(9) Personnel Matter

Motion carried.

Mayor Shupe recessed the Council Meeting at 8:27 p.m. for the purpose as is permitted by the Delaware Freedom of Information Act.

Return to Open Session

Performance Evaluations (Council Appointees)

City Council returned to Open Session at 8:48 p.m.

City Manager Evaluations

Councilwoman Wilson made a motion that per the annual evaluation date, the City Manager's salary will be increased per the COLA adjustment as discussed, seconded by Councilman Burk. Motion carried with no one opposed.

ADJOURNMENT

There being no further action, Councilmember Mergner moved to adjourn the Council Meeting, seconded by Councilmember Campbell. Motion carried.

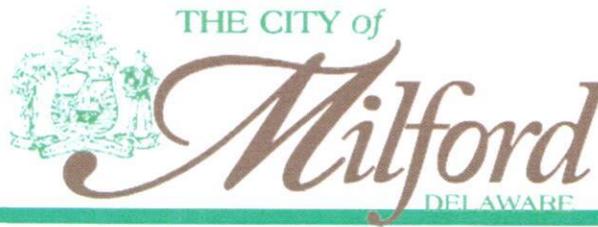
Vice Mayor Morrow adjourned the City Council Meeting at 8:14 p.m.

Respectfully submitted,

Terri K. Hudson, MMC
City Clerk/Recorder



OFFICE OF THE CHIEF OF POLICE
 KENNETH L. BROWN
 kenneth.brown@cj.state.de.us



400 NE Front Street
 Milford Delaware 19963
 302.422.8081 Fax 302.424.2330

TO: Mayor and Members of City Council

FROM: Kenneth L. Brown, Chief of Police *(KLB)*

DATE: April 3, 2018

RE: Activity Report/March 2018

MONTHLY STATS:

A total of 528 arrests were made by the Milford Police Department during March 2018. Of these arrests, 126 were for criminal offenses and 402 for traffic violations. Criminal offenses consisted of 28 felonies and 98 misdemeanors. Traffic violations consisted of 153 Special Duty Radar, 11 Drunk-Driving charges, 238 other.

Police officers investigated 52 accidents during the month and issued 85 written reprimands. In addition, they responded to 1177 various complaints including city requests and other agency assistance.

MONTHLY ACTIVITIES:

Chief of Police –

Attended a quarterly SLEAF meeting with held at the Dover PD Assembly Room.

Met with City Manager and Mayor Candidate Todd Culotta on March 14, 2018.

On March 14, 2018, sat on Interview Board for Human Resource Administrator position.

Met with City Manager and Council Candidate Michael Boyle on March 16, 2018.

Met with City Manager and Council Candidate Cindy Schofield on March 16, 2018.

Attended Carlisle Fire Company Annual Appreciation Night on March 17, 2018

Attended Ground Breaking Ceremony for Rt1/14 construction on March 26, 2018.

Attended Verbal Defense Training with Dr. Jerry Semper at the City Public Works Bldg., on March 29, 2018.

Held a small Police Departmental farewell luncheon for Ms. Lisa Carmean, Human Resource Administrator, at Grotto Pizza on March 29, 2018.

Training –

All officers attended mandatory a training course in Patriarch MEMEX 3.

One officer attended a three day training course in Strategies & Tactics of Patrol Stops. Training was held at Ocean View Police Department.

Several departmental personnel attended Verbal Defense Training with Dr. Jerry Semper at the City Public Works Bldg., on March 29, 2018.

SRO –

Sgt. Masten has once again registered the department as a DEA Drug Take Back location for April 28, 2018. This year's event is from 10am-2pm. The take back is in addition to the department being a 24 hours drop location for unwanted prescription pills.

Sgt. Masten conducted an intruder training for staff at Milford Senior High School.

Sgt. Masten was one of two Delaware School Resource Officers who spoke at the Kids Caucus at Legislative Hall on March 20, 2018. The Kids Caucus is chaired by Senator McDowell and Representative Heffernan and this round table was part of ongoing discussions about juvenile justice reform.

Corporal Bloodsworth conducted an intruder training for Kids First Academy staff.

Corporal Bloodsworth and Pfc. Stanton conducted a cyber-safety training for the students at Kids First Academy.

K9 Unit –

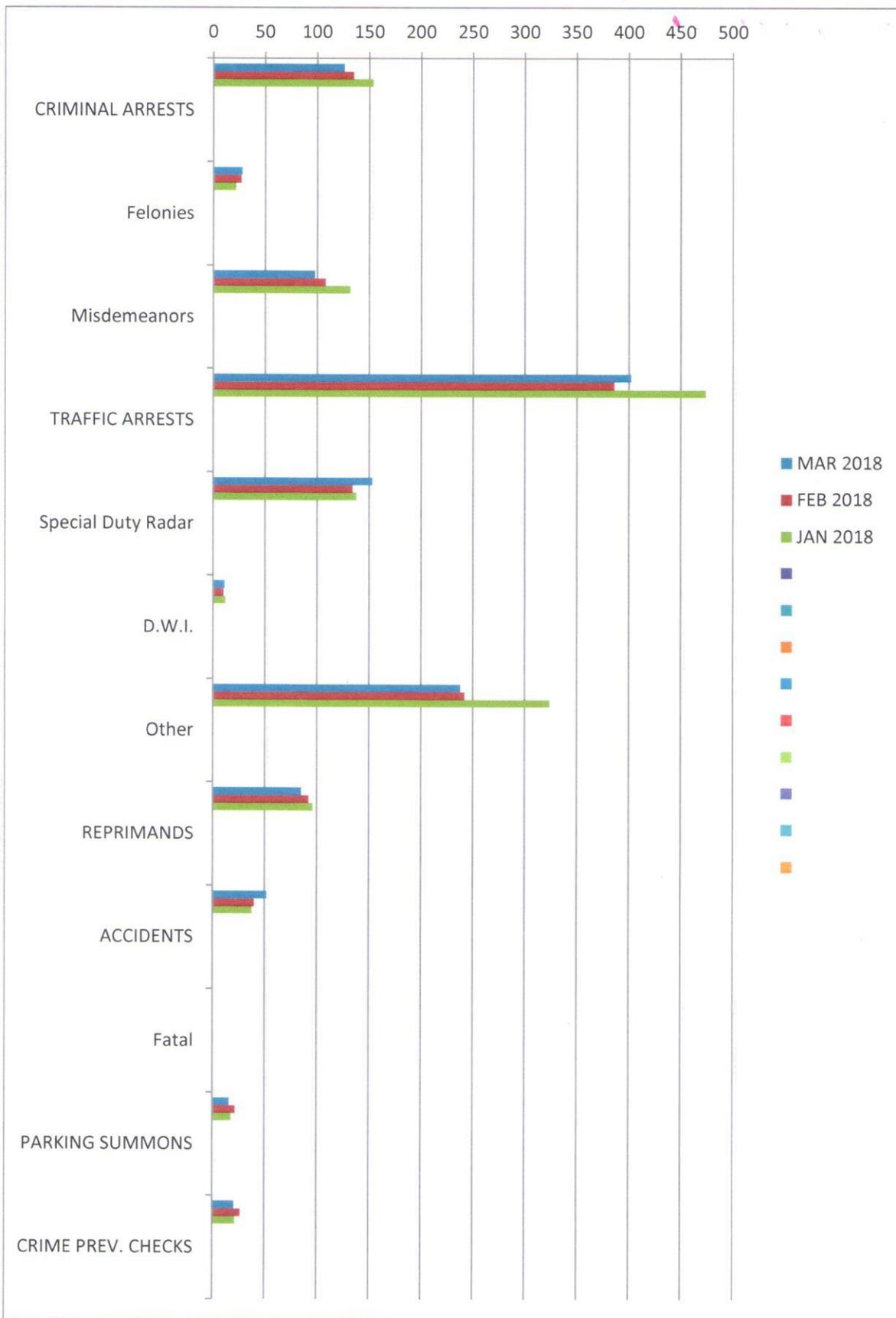
For the month of March 2018 the Milford Police Department K9 unit had the following stats:

- Utilized 15
- Building Searches 4
- Foot Patrols 7
- Drug Sniff 6
- Tracks 1

<u>Seized Items</u>	<u>Amount</u>	<u>Value</u>
• Crack Cocaine	1.4 grams	
• Marijuana	19.8 grams	
• Other	Drug Paraphernalia x3	
• Firearms	1	
• Currency	\$200 USC	

MAR 2018 ACTIVITY REPORT

	MAR 2018	TOTAL 2018	MAR 2017	TOTAL 2017
COMPLAINTS	1177	3512	1135	3403
CRIMINAL ARRESTS	126	415	141	424
Felonies	28	77	22	88
Misdemeanors	98	338	119	331
TRAFFIC ARRESTS	402	1262	381	1125
Special Duty Radar	153	425	72	236
D.W.I.	11	33	6	16
Other	238	804	303	873
REPRIMANDS	85	273	116	352
ACCIDENTS	52	130	49	136
Fatal	0	0	0	0
PARKING SUMMONS	16	56	12	56
CRIME PREV. CHECKS	21	70	13	97
FINES RECEIVED	\$10,217.08	\$ 22,736.67	\$ 9,078.67	\$ 23,087.42





City Manager's Report April 9, 2018

FINANCE DEPARTMENT

Customer Service Division

Accounts Billed for the Month	
Residential	5989
Small General	734
Medium General Service	364
Contract Services	3
Large General Service	6
General Service Primary	14
City Accounts	52
Lights: Street/Security	179
Total	7341

Payments Processed	
Cash	209,455.24
Check	2,081,444.06
Money Orders	8,642.71
Direct Deposit Payments	583,899.70
Credit Card (Utilities)	153,854.20
Online Credit Card (Utilities)	332,622.21
Online Credit Card (Taxes)	9,156.29
Online E-Check (Utilities)	105,990.45
Online E-Check (Taxes)	11,092.90
City Accounts	38,659.91
Total	3,227,109.27

Payment Plan/Delinquent/New Accounts/Terminated Accounts	
Payment Plans Arranged	312
Sent to Collections	46
Delinquent Notices Mailed	1569
Disconnect for Non-Payment	134
Accounts Not Re-Connected	17
Door Tags (requesting customer contact us)	19
Final Bills Mailed	68
New Services Set Up	137
Services Terminated	75
Total	2377

- Senior Tax exemption letters and applications were mailed out.

INFORMATION TECHNOLOGY DEPARTMENT

Issues Addressed	
Administration/Council	5
Customer Service	18
Finance	8
Parks & Recreation	6
Planning	4
Police	2
Public Works	7
Information Technology	10
Vendor/3 rd Party	7
Total	67

- Does not include routine maintenance items such as changing back up tapes, performing morning systems checks, etc.

PARKS & RECREATION DEPARTMENT

Parks Division

- At the Tony Silicato Memorial Park lime and fertilizer was applied to the sports fields and the water fountain and bathrooms were made operational for the season after being winterized.
- A number of pieces of equipment were identified in a safety inspection at the Can-Do playground as needing to be replaced. These items were ordered and replaced in house by department staff.
- The water fountain at the dog park was also made operational for the season.
- Parks and Rec took possession of a new full size pick up which will be used by the Park Superintendent. This was put straight to work and used in the last snow storm for pushing snow.
- A large tree was removed at Goat Island which came down in one of the storms.
- Seasonal Park technicians came back mid-March and were put straight to work in the cemeteries cleaning up Christmas decorations and flowers, etc. All decorations were removed and the open fields surrounding the cemeteries had trash picked up. Park techs then continued to remove weeds from the flower beds around town.
- Mulch began to be installed throughout the flower beds through town.
- Staff assisted with the St. Patrick's Day Pub Crawl event by cleaning up the parks and installing green lights along the river.
- A safety inspection/audit was conducted at the Armory shop and several items were identified as needing to be made compliant. A report will be generated and staff will proceed with making the necessary recommendations.
- We are working to make some improvements in the area where the farmers market is located. We have come up with a design which includes installing a low border around the grass area and installing woodchips. The woodchips are being donated at no cost. Grass will not grow in this area due to several reasons so it is hoped that by installing wood chips in this area it will be a better surface for the farmer's market vendors.
- Park Superintendent Ralph Skinner attended the State mandated DOT flagger certification class to get recertified.



- All staff attended the verbal self-defense training offered by the City and was impressed with the training received.
- A pre-bid meeting was held with potential bidders for the removal and replacement of decking along the Riverwalk. This project went out to bid in late march with a bid opening early April. It is hoped that this can be awarded in the spring with construction beginning soon after.

Recreation Division

- Registration began for youth soccer (ages 6 through 14 years), tennis (ages 6 to adult), and our annual Spring Break bus trip.
- Soccer practices began Monday-Thursday nights at the Tony Silicato Memorial Park.
- A successful community “Spring Egg” hunt was held at Bicentennial Park on March 24, with a good turnout of kids and youth volunteers for helpers.



PLANNING & DEVELOPMENT DEPARTMENT

Code Enforcement Division

Case Activity	
New Cases	17
Closed Cases	10
Open at Start of Month	75
Open at End of Month	89

Case Violations	
Abandoned Vehicle	2
Dangerous Tree	2
Furniture	2
Generic	1
Property Maintenance	1
Rubbish/Garbage	9
Weeds & Grass	0
Zoning Use	0
Total	17

Inspections & Licensing	
Rental Inspections Performed	136
Rental Licenses Issued	102
Vendor Licenses Issued	1
Contractors Licenses Issued	46

Economic Development Division

- The City of Milford has seen a committed investment of over \$4.26 million (\$.13 million increase from last month) within the Downtown Development District (DDD) area since September 2016 (based on permit valuations from submitted applications). The State of Delaware has committed or awarded over \$486k (\$23k increase from last month) in grant funds for both large and small commercial and residential projects in Milford. The City has waived over \$84k (\$1k increase from last month) in permit and or utility impact fees associated with these projects in accordance with Chapter 19 Economic Development and Redevelopment and DDD program guidelines.

Permitting Division

Building Permits Issued	
Commercial Foundation	0
Commercial New Construction	16
Commercial Sign	3
Demolition	2
Residential New Construction	16
Residential Renovation/Accessory Structure	9
Roof/Siding	7
Solar Panels	3

Utility (Electric/Water)	3
Total	54

Planning Division

- Attended a public workshop for the Kent County Comprehensive Plan Update.
- The Rivertown Rebirth 2025 Steering Committee met during March and reviewed the results of the group’s project prioritization exercise. The committee prioritized 32 projects located in the downtown area that were identified in the downtown master plan. Projects included streetscapes, parking lot enhancements, expanded parks and recreation amenities and other public projects. The majority of the projects are included in the proposed 5-year Capital Improvement Plan. The prioritization could be used by staff and City Council to prioritize project funding.
- Staff attended FEMA Floodplain Management training sponsored by DNREC.
- Met as part of the DMI Design Guideline workgroup to develop voluntary architectural design standards for commercial facades and signage.

PUBLIC WORKS DEPARTMENT

Electric Division

Power Outages	6
Poles Replaces (due to age, rot or damage)	9
Closed Work Orders	16
Trouble Service Calls	28
After Hours Calls	8
New Electric Service Installed	16
Preventative Maintenance/Trees Trimmed	
Miss Utility Locates	178

- Asplundh Tree Trimming Service is in for the next two months trimming trees out of the City’s Electric distribution lines.
- Crew pulled wire for the NE Front St overpass project.
- Crew repaired all malfunctioning lights along the St Patrick’s Day Pub Crawl route.

Engineering Division

- Met with consultant engineering firms to secure on-call services proposals to assist with the workload on the Engineering Department.
- Prepared Capital Improvements Budget for the Sewer and Water Utilities and Operating Budget for the Engineering Department.
- Met internally with representatives from the Planning and Billing to discuss procedural improvements for customers.
- Prepared exhibits for emergency exit routes for each of the City’s facilities.
- Filed two (2) insurance claims for repairs to infrastructure associated with motor vehicle accidents along Airport Road.
- Prepared and Submitted Pre-Application to DWSRF for funding of a City-wide Lead Drinking Water Service Line Replacement project. Pre-Application submitted to secure funding offer identifying any available principal forgiveness for the project.
- Continued review and began preparing document revisions for review at the upcoming Public Works Committee Meeting.
- CITY CONSTRUCTION STANDARDS

- Continued review for proposed revisions required as part of the Sewer & Water Ordinance revisions.
- Issued new detail for deep sewer lateral connections, townhouse lot service connections, and revised drawing for gang meter pits.
- Completed inspections of sidewalks within Downtown Development District and began inspections of streets designated for access to schools.
- WASHINGTON STREET WATER TREATMENT FACILITY REPLACEMENT PROJECT
 - Met with DBF to discuss schedule for modifications to aerator to eliminate misting and corrosion in chlorine room.
 - Instructed DBF to provide us with the balance of the project funds such that we can determine what additional work can be performed within the scope of the original project.
- SE REGIONAL WASTEWATER PUMPING STATION AND FORCEMAIN
 - Oversaw Startup of the newly-constructed Pump Station for issuance of Conditional Acceptance of the project
 - Met with DBF to discuss Issuance of Substantial Completion
 - Met with DBF to secure documents needed for securing DeIDOT Entrance Construction Permit for installation of Access Drive
 - Met with DBF to determine timeline for submission of Final Balancing Change Order.
- SHAWNEE ACRES WASTEWATER PUMPING STATION IMPROVEMENTS PROJECT
 - Began Preliminary Review of Construction Documents submitted by DBF.
 - Met with DBF to discuss status of Design and Permitting, determine the anticipated construction schedule and request exhibits for presentation to homeowners.
- Met with DBF to discuss status of evaluation to determine necessary improvements, timeline for design and permitting to be complete for the NE & NW Front Street Utility Improvements Project.
- Met with DBF to discuss status of Airport Road Design for Modifications to Stormwater Infrastructure at westerly-most curve, catch basin at entrance to Mosquito Control and drainage concerns from adjacent property owners.
- MATLINDS ESTATES PAVEMENT REPAIR PROJECT
 - Finalized construction drawings and began working on construction specifications.
 - Coordinated with DeIDOT regarding requirements for projects funded via Community Transportation Fund (CTF).
- SE SECOND STREET UTILITY INFRASTRUCTURE IMPROVEMENTS
 - Continued working to finalize Construction Drawings.
 - Began preparation of Construction Specifications and Contract Documents.
 - Coordinated with DeIDOT to schedule a meeting to discuss construction timelines and scope of work included in the City's and DeIDOT's projects.
- WATER DISTRIBUTION SYSTEM IMPROVEMENTS – Met with representatives of an Equipment Manufacturer to evaluate Automatic Blow-off's for installation on dead-end mains and equipment improvements for required compliance sampling throughout distribution system.
- SEABURY AVENUE WATER TREATMENT FACILITY – Coordinated with Water Operators regarding failure of aerator blower. Prepared gameplan for repairs and replacement of aerator internals.
- TENTH STREET WATER TREATMENT FACILITY – Oversaw and coordinated improvements to controls and replacement of Chlorine Room Exhaust Fan. Coordinated with Water Operators on Repairs to Fluoride Treatment Injection Piping and Recommended Improvements for Maintenance and Repairs in the future.
- KENT COUNTY ENGINEERING
 - Discussed Kent County's required issuance of a Significant Industrial User (SIU) permit to Perdue and potential impacts to the City.

- Coordinated with Public Works staff to Identify Potentially Illegal Discharge to Sewer from within the City, resulting in a strong chemical smell at the Kent County Wastewater Pumping Station.
- DELDOT SR1/NE FRONT STREET OVERPASS PROJECT
 - Coordinated with DelDOT and their Contractor on the installation of a conduit across SR1 for extension of the City's fiber-optic communications infrastructure to the Tenth Street Water Treatment Facility.
 - Coordinated with DelDOT, Contractor and representatives of Kent County Engineering regarding required modifications to Kent County's forcemain and disposal of wastewater within the main via City infrastructure.
- DELDOT MCCOY STREET BRIDGE PROJECT
 - Met with DBF to discuss status of design coordination with DelDOT for necessary infrastructure relocation associated with new bridge.
 - Researched archives for documentation of utility easement for existing water main.
- BALTIMORE AIRCOIL COMPANY – Reviewed with Planning Department documents associated with the future annexation of the Baltimore Aircoil Company.
- BROOKSTONE TRACE
 - Coordinated with Planning Department on the review of Preliminary Site Plans for modifying the Existing Development and the Proposed Apartments.
 - Reviewed the Construction Drawings for Final Site Plan Approval with Planning Department.
 - Coordinated with Developer on requirements for Partial Completion, Issuance of Building Permits and Certificates of Occupancy.
- CITIZENS BANK – Coordinated with Permitting Department on service connections and fees for Building Permit Issuance for Tenant Fit-out.
- DELAWARE RURAL WATER ASSOCIATION – Reviewed with Planning Department potentially vacating part of access agreement for construction of an accessory building.
- HICKORY GLEN
 - Coordinated with DBF on review of Construction Drawings for Final Site Plan Approval.
 - Began review of Construction Drawings related to the Off-Site Sewer and Water Infrastructure Upgrades associated with the project.
- MILFORD PONDS
 - Reviewed As-Built Survey Information to determine acceptability of sewer and stormwater infrastructure.
 - Met with the Developer, Engineer and Contractor for the Milford Ponds Development to discuss repairs and upgrades requirements for the City's Acceptance of the Wastewater Pumping Station and Collection System.
 - Reviewed and returned Shop Drawing Submittal on Replacement Generator with Natural Gas Service.
- MOSQUITO CONTROL – Discussed with Developer's Engineers required revisions to Construction Drawings for Final Site Plan Approval and timeframes for approving documents.
- SWAIN PROPERTY
 - Completed preliminary Utility Feasibility Study and issued preliminary comments to Developer's Engineer.
 - Coordinated with DBF to have analysis done via hydraulic water modeling. Awaiting results for issuance of final findings of Utility Feasibility Study.
- VALVOLINE – Reviewed Construction Drawings for Proposed Valvoline within the Milford Plaza and coordinated with Planning Department for issuing plan review comments.
- WATERGATE – Coordination with Developer and his Engineer related to Revised Construction Drawings for Final Site Plan Approval.

- WEST SHORES – Reviewed Submitted Information for Issuance of Partial Completion and subsequent Certificates of Occupancy within the Development. Provided comments to Developer and Engineer and coordinated bonds.
- WILKERSON PROPERTY – Coordinated with Planning Department on review of Proposed Lot Line Adjustment for the transfer of property to Atlantic Concrete and impacts to City-maintained road, Wilkerson Terrace.
- CONFERENCE ATTENDANCE – Attended DRWA Technical Conference & Exhibition

Fleet Maintenance Division

- No report.

Solid Waste & Facilities Division

Bulk Pick Ups	55
Brush Collections	2
New Service Deliveries	
Trash	7
Recycle	6
Yard Waste	7
Change Container Size	3
Damaged/Replaced Container	32



- A notice will be going out in April requesting all residents participate in a Route Audit.
- Through grant money, educational stickers will be placed on recycle and yard waste containers.

Streets & Utilities Division

- Installed water line for Community Garden.
- Staff attended Paint Striping training in New Castle County.
- Demonstrated new pot hole patcher on Ballpark Lane.
- Filled potholes and photographed for Pizza for Potholes grant.
- Kent County Public Works contacted the City regarding a strong chemical odor coming from City lines; researched and located problem at Milford Crossing pump station.

Monthly Diversion Report*

	Solid Waste Tonnage	Curbside Recycling Tonnage	Yard Waste Tonnage	Total Tonnage	Diversion
Jan-18	251.67	51.97	10.20	313.84	19.8%
Feb-18	221.9	54.02	27.61	303.53	26.9%
TOTAL	473.57	105.99	37.81	617.37	23.3%

	Solid Waste Tonnage	Curbside Recycling Tonnage	Yard Waste Tonnage	Total Tonnage	Diversion
2013	3903.34	617.9	473.85	5208.86	25.1%
2014	3206.04	645.88	472.08	4567.90	29.8%
2015	3077.95	642.20	446.27	4425.91	30.5%
2016	3104.05	651.45	462.27	4633.16	33.0%
2017	3094.07	689.61	559.56	4565.16	32.2%
2018 (YTD)	473.57	105.99	37.81	617.37	23.3%

**The amount of waste diverted from the landfill through recycling and yard waste program.*

FUND BALANCES REPORT

Date: February 2018

Cash Balance - General Fund Bank Balance	\$4,221,602
Cash Balance - Electric Fund Bank Balance	\$4,635,976
Cash Balance - Water Fund Bank Balance	\$2,168,844
Cash Balance - Sewer Fund Bank Balance	\$11,120
Cash Balance - Trash Fund Bank Balance	\$93,762

	<u>General Improvement</u>	<u>Municipal Street Aid</u>	<u>Real Estate Transfer Tax</u>	<u>Economic Development Fund</u>
Beginning Cash Balance	367,616	134,676	2,158,081	\$427,008
Deposits			130,275	
Interest Earned this Month	215	79	1,314	
Disbursements this Month			(41,667)	
Investments				
Ending Cash Balance	\$367,831	\$134,755	\$2,248,003	\$427,008

	<u>GF Capital Reserves</u>	<u>Water Capital Reserves</u>	<u>Sewer Capital Reserves</u>	<u>Electric Reserves</u>
Beginning Cash Balance	1,912,679	7,058,636	3,744,493	6,663,818
Deposits				
Interest Earned this Month	5,695	22,477	11,221	24,303
Disbursements this Month	(145,229)	(902)	(450)	(4,022)
Investments				
Ending Cash Balance	\$1,773,145	\$7,080,211	\$3,755,264	\$6,684,099

	<u>Water Impact Fee</u>	<u>Sewer Impact Fee</u>	<u>Electric Impact Fee</u>
Beginning Cash Balance	1,860,034	\$1,160,400	\$541,265
Deposits	13,655	\$37,489	\$4,200
Interest Earned this Month			
Disbursements this Month			
Investments			
Ending Cash Balance	\$1,873,689	\$1,197,889	\$545,465

INTEREST THROUGH THE EIGHTH MONTH OF THE FISCAL YEAR:

General Fund	21,462	Water Fund	8,838
GF Capital Reserves	17,823	Water Capital Reserves	69,012
Municipal Street Aid	3,714	Sewer Fund	926
Real Estate Transfer Tax	10,510	Sewer Capital Reserves	35,064
Electric Fund	20,706	Trash Fund	1,356
Electric Reserves	74,731		

TOTAL INTEREST EARNED TO DATE **\$264,142**

REVENUE REPORT

Page Two

67% of Year Expended

Date: February 2018	AMOUNT BUDGETED	MTD	YTD	YTD%
ACCOUNT				
Economic Development Fund	95,000	0	40,898	43.05%
General Fund Reserves	585,000	0	155,952	26.66%
Realty Transfer Tax-Police	500,000	41,666	333,333	66.67%
Real Estate Tax	3,850,560	17,069	3,873,834	100.60%
Business License	45,000	8,550	37,250	82.78%
Rental License	80,000	9,975	87,350	109.19%
Building Permits	80,000	7,425	129,048	161.31%
Planning & Zoning	15,000	710	17,046	113.64%
Grasscutting Revenue	16,000	0	8,000	50.00%
Police Revenues	446,750	11,132	342,958	76.77%
Misc. Revenues	286,065	43,135	204,563	71.51%
Transfers From	3,324,000	277,000	2,216,000	66.67%
Total General Fund Revenues	\$9,323,375	\$416,662	\$7,446,232	79.87%
Water Revenues	2,734,500	183,236	1,866,321	68.25%
Sewer Revenues	2,508,000	225,759	1,747,059	69.66%
Kent County Sewer	1,850,000	162,439	1,245,242	67.31%
Solid Waste Revenues	1,384,815	113,620	934,249	67.46%
Electric Revenues	25,016,000	2,485,926	17,508,595	69.99%
TOTAL REVENUES	\$42,816,690	\$3,587,642	\$30,747,698	71.81%
YTD Enterprise Expense		(60,011)		
YTD Enterprise Revenue		58,904		
LTD Carlisle Fire Company Building Permit Fund		132,831		

EXPENDITURE REPORT

Page Three

Date: February 2018

67% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
City Manager					
Personnel	508,603	\$41,310	329,984	64.88%	178,619
O&M	129,250	\$22,558	69,827	54.02%	59,423
Capital	0	\$0	0		0
Total City Manager	\$637,853	\$63,868	\$399,811	62.66%	238,042
Planning & Zoning					
Personnel	141,578	\$11,170	89,993	63.56%	51,585
O&M	50,875	\$2,500	16,058	31.56%	34,817
Capital	0	\$0	0		0
Total P, C & I	\$192,453	\$13,670	\$106,051	55.10%	86,402
Code Enforcement & Inspections					
Personnel	131,736	\$10,363	82,775	62.83%	48,961
O&M	116,950	\$2,543	77,256	66.06%	39,694
Capital	0	\$0	0		0
Total P, C & I	\$248,686	\$12,906	\$160,031	64.35%	88,655
Council					
Personnel	31,225	\$2,983	15,573	49.87%	15,652
O&M	41,200	\$3,970	20,918	50.77%	20,282
Council Expense	20,000	\$0	11,663	58.32%	8,337
Contributions	206,000	\$0	206,000	100.00%	0
Codification	10,000	\$334	8,311	83.11%	1,689
Employee Recognition	11,000	\$0	10,317	0.00%	683
Insurance	23,000	\$0	12,354	53.71%	10,646
Christmas Decorations	10,000	\$0	1,100	11.00%	8,900
Economic Development	5,000	\$0	898	17.96%	4,102
Strategic Plan	20,000	\$0	15,000	75.00%	5,000
Armory Expenses	12,000	\$575	8,075	67.29%	3,925
Total Council	\$389,425	\$7,862	\$310,209	79.66%	79,216
Finance					
Personnel	405,510	\$32,046	244,856	60.38%	160,654
O&M	84,650	\$7,890	49,326	58.27%	35,324
Capital	0	\$0	0		0
Total Finance	\$490,160	\$39,936	\$294,182	60.02%	195,978
Information Technology					
Personnel	157,195	\$12,225	100,864	64.16%	56,331
O&M	187,950	\$4,797	54,104	28.79%	133,846
Capital	63,000	\$0	60,300	95.71%	2,700
Total Information Technology	\$408,145	\$17,022	\$215,268	52.74%	192,877

EXPENDITURE REPORT**Page Four**

Date: February 2018

67% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Police Department					
Personnel	4,004,790	\$304,450	2,489,063	62.15%	1,515,727
O&M	497,700	\$34,335	306,020	61.49%	191,680
Capital	83,340	\$0	83,049	99.65%	291
Total Police	\$4,585,830	\$338,785	\$2,878,132	62.76%	1,707,698
Streets & Grounds Division					
Personnel	384,196	\$31,344	244,448	63.63%	139,750
O&M	397,345	\$21,183	190,058	47.83%	207,287
Capital	538,000	\$60,000	204,712	38.05%	333,288
Total Streets & Grounds	\$1,319,541	\$112,527	\$639,216	48.44%	680,325
Parks & Recreation					
Personnel	651,382	\$40,607	418,294	64.22%	233,088
O&M	284,900	\$18,377	167,090	58.65%	117,810
Capital	115,000	\$3,416	14,656	12.74%	100,344
Total Parks & Recreation	\$1,051,282	\$63,400	\$600,040	57.08%	451,242
Total General Fund					
Operating Budget	\$9,323,375	\$669,976	\$5,602,940	60.10%	3,720,435

EXPENDITURE REPORT

Page Five

Date: February 2018

67% of Year Expended

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	YTD%	UNEXPENDED BALANCE
Water Division					
Personnel	292,221	\$23,370	185,418	63.45%	106,803
O&M	1,186,575	\$89,258	684,859	57.72%	501,716
Capital	530,939	\$0	0	0.00%	530,939
Debt Service	724,765	\$0	125,539	17.32%	599,226
Total Water	\$2,734,500	\$92,628	\$995,816	36.42%	1,738,684
Sewer Division					
Personnel	292,221	\$22,865	183,193	62.69%	109,028
O&M	1,177,425	\$60,786	653,830	55.53%	523,595
Capital	379,634	\$0	59,427	0.00%	320,207
Debt Service	658,720	\$12,736	490,652	74.49%	168,068
Sewer Sub Total	\$2,508,000	\$96,387	\$1,387,102	55.31%	1,120,898
Kent County Sewer	1,850,000	\$165,723	1,248,521	67.49%	601,479
Total Sewer	\$4,358,000	\$262,110	\$2,635,623	60.48%	1,722,377
Solid Waste Division					
Personnel	344,810	\$20,299	203,846	59.12%	140,964
O&M	776,001	\$53,231	524,677	67.61%	251,324
Capital	264,004	\$0	254,653	96.46%	9,351
Total Solid Waste	\$1,384,815	\$73,530	\$983,176	71.00%	401,639
Total Water, Sewer Solid Waste	\$8,477,315	\$428,268	\$4,614,615	54.43%	3,862,700
Electric Division					
Personnel	1,260,412	\$103,613	829,509	65.81%	430,903
O&M	2,061,020	\$136,266	1,016,048	49.30%	1,044,972
Transfer to General Fund	2,500,000	\$208,334	1,666,667	66.67%	833,333
Capital	701,603	\$1,693	45,213	6.44%	656,390
Debt Service	192,965	\$0	139,408	72.25%	53,557
Electric Sub Total	\$6,716,000	\$449,906	\$3,696,845	55.05%	3,019,155
Power Purchased	18,300,000	\$1,278,517	11,909,479	65.08%	6,390,521
Total Electric	\$25,016,000	\$1,728,423	\$15,606,324	62.39%	9,409,676
TOTAL OPERATING BUDGET	\$42,816,690	\$2,826,667	\$25,823,879	60.31%	16,992,811

INTERSERVICE DEPARTMENTS REPORT

Page Six

Date: February 2018

ACCOUNT	AMOUNT BUDGETED	MTD	YTD	67% of Year Expended	UNEXPENDED BALANCE
				YTD%	
Garage					
Personnel	102,121	10,003	66,246	64.87%	35,875
O&M	77,855	5,677	46,409	59.61%	31,446
Capital	0		0		0
Total Garage Expense	\$179,976	15,680	\$112,655	62.59%	67,321
Public Works					
Personnel	428,039	30,281	238,755	55.78%	189,284
O&M	168,161	16,597	123,063	73.18%	45,098
Capital	11,100	0	10,122	91.19%	978
Total Public Works Expense	\$607,300	46,878	\$371,940	61.24%	235,360
Billing & Collections					
Personnel	554,850	42,667	346,312	62.42%	208,538
O&M	221,975	16,045	137,209	61.81%	84,766
Capital	0		0		0
Total Billing & Collections	\$776,825	58,712	\$483,521	62.24%	293,304
City Hall Cost Allocation					
Personnel	0		0		0
O&M	44,200	3,389	28,711	64.96%	15,489
Capital	0		0		0
Total City Hall Cost Allocation	\$44,200	3,389	\$28,711	64.96%	15,489

ALL COSTS SHOWN ON PAGE 6 ARE ALSO INCLUDED IN THE VARIOUS DEPARTMENTS LISTED ON PAGES 3-5 OF THE EXPENDITURE REPORT WHO UTILIZE THE SERVICES OF THE DEPARTMENTS LISTED ABOVE. INTERSERVICE FUNDS ARE ENTIRELY FUNDED BY OTHER CITY DEPARTMENTS.



**DELAWARE LEAGUE OF LOCAL GOVERNMENTS
MONTHLY DINNER MEETING
THE DUNCAN CENTER
500 W. LOOCKERMAN STREET, 5TH FLOOR, DOVER**

THURSDAY, APRIL 26, 2018

REGISTRATION/SOCIAL HOUR: 5:30 P.M. - 6:15 P.M.

DINNER: 6:30 P.M. – 7:15 P.M.

PROGRAM: 7:15 P.M.

PROGRAM:

State Treasurer Kenneth Simpler is keynote speaker for the April meeting. Mr. Simpler commenced his term of office in January 2015. Before his election to Treasurer, he was Managing Director of Citadel, LLC, a large global investment fund., and Chief Financial Officer of Delaware-based Seaboard Hotels. Mr. Simpler is a graduate of Princeton University, and earned MBA and JD degrees with honors from the University of Chicago.

The Treasurer will speak about the Office’s strategies and goals to improve returns on the State’s \$2 billion investment portfolio, restructuring banking services for fiscal operations, complete reviews of Delaware’s outstanding debt structure, and overhauling a portion of the State pension plan.

The DLLG wishes to thank Century Engineering for sponsoring this month’s dinner meeting.

Next Meeting: Thursday, May 24, 2018

WE MUST HAVE YOUR RESERVATIONS NO LATER THAN APRIL 20, 2018

Mail To/Make Payable to: Delaware League of Local Governments • P.O. Box 484 • Dover, DE 19903-0484
Phone: 302-678-0991 • Email: cfluft@udel.edu

_____ will have _____ attendees
(Municipality/County/Agency)

PLEASE LIST THE NAMES OF THOSE ATTENDING

<u>Name</u>	<u>Title</u>
_____	& _____
_____	& _____
_____	& _____
_____	& _____
_____	& _____
_____	& _____

- () Check enclosed for () dinners @ \$30 each
- () Payment will be made at the door
- () Check mailed for () dinners @ \$30 each



2018

Goals for City Manager Eric Norenberg

1. Prepare for Seating of new Mayor and Councilmember
 - Work with the City Clerk's Office and City Departments to prepare an orientation for newly elected officials.
2. Employee Relations, Staffing and Operations:
 - a. Identify and implement improvements in building code and property maintenance code enforcement that will result in a safe and attractive built environment.
 - Evaluate outsourced building inspections services to gauge success of this model. Make recommendations, as necessary, to City Council.
 - Monitor and evaluate contracted rental inspection program and report progress to City Council.
 - Present recommendations for updated Building Codes to the City Council for approval.
 - b. Prepare for future retirements of key City staff by developing a succession plans.
 - c. Ensure the safest possible workplace for our employees through the continuation of the Safety Committee made up of both employees and supervisors.
 - With Safety Committee and management team input, implement the safety policy, vehicle / equipment usage policy, and the Drug-Free Safety Program Policy; with training as needed.
 - d. Continue evaluating staffing levels and reporting structures and adjust, as needed.
 - e. Complete implementation process for the updated City Human Resource Manual ordinance, including development of related programs and policies (e.g. donated leave, work from home, etc.) and staff training.
 - Continue and expand employee engagement and recognition initiatives,
 - Develop and implement merit pay structure, and
 - Improve employee evaluation practices.
 - f. Assess the City's overall customer service delivery and evaluate how we can improve the service to our customers across departments through process improvement and improving the customer experience.
 - g. Continue to support development of next generation municipal government talent in Delaware through the ICMA Local Government Management Fellowship program, mentoring and provision of internships and other learning opportunities to current students and recent graduates.
 - h. Strive to have an inclusive workforce that reflects the community.
3. Stewardship, Accountability, and Fiscal Management:
 - a. Ensure efficient operations of City departments (including, implementation of energy efficiency audit recommendations).
 - b. Complete implementation of the Advanced Metering Infrastructure Program / Smart Meter project leading to greater efficiency, improved grid management and cyber security.
 - c. Continue collection of back taxes and fees owed to the City and establish a routine collection process for those who have limited delinquency in order to prevent greater problems in the future.

- d. Monitor the 2017-18 adopted budget and work with the Finance Director and Accountant to develop the 2018-19 proposed budget, including improved Five-Year CIP.
 - e. Continue improving the budget process to create more understanding and clarity for City Councilmembers and the public regarding mandated/required expenditures, reductions incorporated in the recommended budget, unmet needs, and future challenges and opportunities. Establish linkages between the Strategic Plan and budget process.
 - f. Improve monthly financial reports to the City Council.
4. Communication and Relationships:
- a. **Continue to strengthen and support effective relationships with the Mayor and Council by meeting individually and in the committee structure, as needed, providing regular communication through email updates, staff reports and monthly reports.**
 - b. Continue to explore and implement strategies to improve communication with residents and businesses.
 - c. **Explore additional opportunities for the public to be more involved in advising City Council, including additional citizen advisory boards, workshop meetings, surveys, or other engagement.**
 - d. Continue to strengthen and support effective relationships with department heads and other key staff.
 - e. Continue to strengthen and support effective relationships with state leaders and county officials, other municipalities, the Chamber of Commerce for Greater Milford and Downtown Milford, Inc.
5. Continue Downtown Development District / Citywide Economic Development activities, identifying and recommending new or improved strategies to grow the downtown and Milford economy.
- a. Collaborate with local, county and state partners on economic development activities, including workforce development.
 - b. Continue to facilitate Bayhealth campus development project.
 - c. Support the adaptive reuse of the former Milford Memorial Hospital Campus.
 - d. Continue to seek collaborative solutions to homelessness in Milford
 - e. Continue seeking partners to adaptively reuse the main Armory building
6. Implement or make progress on Major Projects:
- a. **Complete collective bargaining agreement with the Teamsters.**
 - b. **Initiate zoning code (including subdivision and sign code) updates**
 - c. **Complete recommended water, sewer, and solid waste code updates.**
 - d. **Implement sidewalk improvement program.**
7. Complete the five-year strategic planning process to set Citywide vision and goal for the community, mission and values for the organization, and an implementation plan to achieve the goals.
- a. Implement the Strategic Plan and infuse the mission, vision and values in the organization.
 - b. Link the Plan to the Budget and to performance appraisals.
 - c. Regularly report progress to the City Council and the Community
8. **Work with Police Chief, Mayor and City Council to develop plans for a replacement Police Station.**

ORDINANCE 2018-08

**CODE OF THE CITY OF MILFORD
PART I-ADMINISTRATION LEGISLATION
CHAPTER 55
PERSONNEL**

WHEREAS, Chapter 55 of the City of Milford Code governs personnel practices for all City of Milford employees; and

WHEREAS, the City Council for the City of Milford desires to update Chapter 55 in its entirety to conform to and comply with Federal and State law and current personnel practices as set forth herein.

NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. Chapter 55 is hereby repealed and replaced as follows:

**CITY OF MILFORD
EMPLOYEE POLICY MANUAL**

Table of Contents

NOTE: Policies and procedures referenced, but not contained within this manual can be obtained from your supervisor, Department Director or the Human Resources Office.

General Provisions

1. Purpose

The purpose of this manual is to set forth the policies and procedures that will be followed by the City of Milford in the administration of its Human Resources program. The City's policies and procedures are intended to establish an efficient, equitable and functional system of Human Resources administration based on merit principles which govern employee selection, promotion, transfer, layoff, dismissal, discipline and other conditions of employment.

The information contained in the City of Milford Employee Policy Manual has been prepared as a guide to general human resource methods at the City of Milford. If anything has been stated that is different from actual provisions of benefit plan documents, the actual provisions will govern.

No employee manual can anticipate every circumstance or questions about policy. As the City continues to grow, the need may arise to change policies and procedures contained in the manual. The City of Milford, therefore, reserves the right to revise, supplement or rescind any policies or portion of the manual, from time to time, at the City's discretion for any reason, with or without notice. The policies and statements contained in the manual, as in other provisions

that may be modified or added from time to time, are not direct or implied contractual commitments between the City of Milford and its employees with respect to duration of employment, level of compensation, or any other terms or conditions that are a part of the employment relationship. It does not promise that the policies mentioned will be applicable in any given instance.

For those who are at-will employees, the policy manual does not change the employment-at-will relationship in any way. Employees, who fall under the provisions of an executed Collective Bargaining Agreement shall be guided by relevant provisions regarding the employment relationship.

The policy manual is not an employment contract and does not provide any enforceable contractual rights to the employee with respect to his/her terms or conditions of employment. Neither these guidelines, nor any written or oral policies, practices nor procedures, which may develop from these guidelines, create either an express or implied employment contract.

2. Scope

This manual is prepared for all employees of the City of Milford. For employees who are covered under collective bargaining agreements (CBA), the provisions in those agreements/documents will prevail, if and when there is conflict between this manual and a CBA. Specific department rules and standard operating procedures that have been reviewed and approved by the Appointing Authority will also prevail (see section 4 below).

3. Administration and Approval

The City's Appointing Authorities (or his/her designee), shall be responsible for the overall administration of these policies and procedures, the City's Human Resources Administrator shall serve as the Appointing Authority's designee, for questions on any of the policies and procedures that are part of or referenced by this manual. City Council approval may be required for some of the policies referenced herein.

4. Department Policies and Procedures

Individual Department Directors have the right to establish certain policies and procedures that are unique to the department, and if reviewed and approved by the Appointing Authority, they are given the same weight as if they were contained in this manual.

Responsibilities for Managing Information and Serving the Public

1. Contact with the Public

The City of Milford's employees will, at all times, treat the residents of Milford and the general public with patience, courtesy, dignity and respect.

Beyond acts that are obviously illegal and/or unethical, any behavior that is not conducive to properly and effectively serving the citizens of Milford is prohibited and may be subject to corrective action.

In addition, the City of Milford and its employees will make every effort in dealings with the general public to make reasonable accommodations for persons with disabilities.

While employees are encouraged to be helpful and courteous to the public, responses to requests for information should comply with the *City's Public Records Policy*, which is available in the City's Clerk's Office. Questions about the City's policy should be referred to the employee's supervisor.

2. Contact with City Council

All employees are expected to respond to requests from City Council through the appropriate Appointing Authority in a timely manner.

Neither City elected officials nor Commission members can act directly to resolve employee concerns or issues. Thus, employees are encouraged to use steps under the section covering *Grievance* of this manual to address and resolve issues and concerns.

3. Contact with the Media

Representatives of the media who are seeking information or opinions concerning pending legislation, litigation, or other matters of apparent interest to the general public may contact City of Milford employees from time to time. Any requests for non-routine information from media representatives must be immediately referred to the appropriate Department Director and be reported to the Appointing Authority. It is important that the media be provided accurate and timely information. Accordingly, in the context of City government business, employees should not initiate contact with the media unless assigned as his/her responsibility by an Appointing Authority.

4. Release of Information and Public Records

It is the policy of the City of Milford that openness leads to better informed citizens, which leads to better government and better public policy. The City of Milford policies and practices regarding release of information and public records adhere to the State of Delaware Public Records Law; Freedom of Information Act (FOIA) and employees receiving requests for public records should refer and adhere to the *City's Public Records Policy*.

All requests for information regarding the plans or business affairs of the City, or the personal and/or business affairs of its employees, except routine matters relating to day-to-day operations, shall be immediately referred to the Department Director or Appointing Authority. Employees are prohibited from releasing such information without specific authorization of the Appointing Authority, Department Director or as may be authorized by departmental policies and procedures.

Employment Policies and Procedures

1. Equal Employment Policies

The City of Milford's policy is to employ and treat all employees and employment applicants without discrimination on the basis of race, creed, color, religion, citizenship status, gender, age, national origin, ancestry, disability, sexual orientation, gender identity or expression, marital status, pregnancy, military veteran status, political beliefs or affiliation, genetic history, or other characteristic protected by law. These protections apply to all areas of employment, including recruitment, hiring, training and development, promotion, transfer, dismissal, layoff, compensation, benefits, social and recreational programs.

Questions and concerns should be addressed to the employee's supervisor, Department Director, or to the Human Resources Administrator, who serves as the City of Milford's EEO compliance officer.

2. Accommodations for Persons with Disabilities

It is the policy of the City to comply with all the relevant and applicable provisions of the Americans with Disabilities Act and corresponding state and local laws. The City does not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person's physical or mental disability.

A person with a disability who believes that he or she may require an accommodation should contact the Human Resources Administrator, who will work with the individual in an interactive manner in order to assess a needs-based accommodation.

3. Anti-Harassment

A. Purpose

The City strives to maintain a workplace that fosters mutual employee respect and promotes harmonious, productive working relationships. Our organization believes that harassment in any form constitutes misconduct that undermines the integrity of the employment relationship. Therefore, the City is committed to a work environment which is free of harassment (which includes harassment based on gender, gender identity, pregnancy, childbirth, or related medical conditions), as well as harassment based on such factors as race, color, creed, national origin, ancestry or citizenship, age, physical or mental disability, marital status, genetic history, or any other categories protected by law.

The City disapproves of and will not tolerate harassment of employees by managers, supervisors, or coworkers. Similarly, the City will not tolerate harassment by its employees of non-employees with whom its employees have a business, service or professional relationship. The City also will attempt to protect employees from harassment by non-employees in the workplace.

B. Harassment Defined

Harassment includes verbal, physical, and visual conduct that creates an intimidating, offensive, or hostile working environment that interferes with an employee's work performance. Such conduct constitutes harassment when:

- Submission to the conduct is made either an explicit or implicit condition of employment;
- Submission to or rejection of the conduct is used as the basis for an employment decision; or
- The harassment has the purpose or effect of interfering with an employee's work performance or creates an intimidating, hostile, or offensive work environment.

1. Examples of Harassing Conduct

Harassing conduct can take many forms and includes, but is not limited to, the following: slurs, jokes, statements, gestures, assault, impeding or blocking another's movement or otherwise physically interfering with normal work, pictures, drawings, or cartoons based upon an employee's sex, race, color, national origin, religion, age, physical disability, mental disability, medical condition, ancestry, marital status, sexual orientation, gender, gender identity, or physical appearance.

2. Examples of Sexually Harassing Conduct

Sexually harassing conduct in particular includes all of these prohibited actions as well as other unwelcome conduct, such as: unwelcome sexual flirtations, advances, or propositions; verbal abuse of a sexual nature; subtle pressure or requests for sexual activities; unnecessary touching of an individual; graphic comments about an individual's body; a display in the workplace of sexually suggestive objects or pictures; sexually explicit or offensive jokes; or physical assault. Sexually harassing conduct can be by a person of either the same or opposite sex.

C. Reporting & Investigating Harassing Conduct

The City understands that victims of harassment are often embarrassed and reluctant to report acts of harassment for fear of being blamed, concern about being retaliated against, or because it is difficult to discuss sexual matters openly with others. But no employee should have to endure harassing conduct and the City therefore requires employees to promptly report any incidents of harassment so that corrective action may be taken.

1. Reporting Harassment

Any incidents of harassment, including work-related harassment by any personnel or any other person, must be reported immediately to the employee's supervisor or Department Director. An employee is not required to complain to that person if that person is the individual who is harassing the employee but may instead report the harassment to any other member of management. Supervisors and managers who receive complaints or who observe harassing conduct must immediately inform the Department Director or Appointing Authority or other appropriate City official so that an investigation may be initiated.

2. Investigating Harassment

Every reported complaint of harassment will be investigated thoroughly and promptly. Typically, the investigation will include the following steps: (1) an interview of the employee

who lodged the harassment complaint to obtain complete details regarding the alleged harassment; (2) interviews of anyone who is alleged to have committed the acts of harassment to respond to the claims; and (3) interviews of any employees who may have witnessed or who may have knowledge of the alleged harassment.

The investigating City official will notify the complainant of the results of the investigation. The investigation will be handled in as confidential a manner as possible consistent with a full, fair, and proper investigation.

D. Corrective Action

The City will not tolerate retaliation against any employee for making a complaint of harassment or for cooperating in an investigation. If harassment or retaliation is established, the City will take corrective action. Corrective action may include, for example: training, referral to counseling, or disciplinary action ranging from verbal or written warnings to termination of employment, depending on the circumstances.

E. Non-Retaliation

The City's mission can only be accomplished in an environment that promotes integrity, honesty and open communication which is free from any form of discrimination, harassment or retaliation. Retaliation by part of management and/or employees against any employee for reporting of any real or perceived incident involving alleged discrimination or harassment or unethical, illegal in good faith, unsafe conduct, or for participating in the investigation of any such allegations are not be tolerated.

4. Pregnancy Notice

The Delaware Discrimination in Employment Act prohibits discrimination against any employee based on pregnancy, childbirth, or related condition, including, but not limited to, lactation. If you believe that you have been subjected to pregnancy discrimination or harassment, please inform a member of management as soon as reasonably possible. The company is committed to providing a workplace free of discrimination and harassment and will take prompt action to investigate and address any such allegations.

The Delaware Discrimination in Employment Act also entitles employees to reasonable accommodation of known limitations related to pregnancy, childbirth, and related conditions, provided that the accommodation does not impose an undue hardship on the company. An employee need not be disabled to request a reasonable accommodation related to pregnancy, childbirth, or a related condition(s). If you suffer from a limitation that prevents you from performing the essential duties of your job, please inform your supervisor promptly so that we can begin the process of identifying a reasonable accommodation. Employees are encouraged to request a reasonable accommodation as soon as possible before performance problems arise.

5. Methods of Appointment

City vacancies shall be filled either by original appointment, promotion, reassignment, transfer, demotion, or re-employment, and shall require submission of an application. Police officers,

except as provided otherwise by ordinance of City Council, are competitive class positions and those positions shall be filled by competitive testing.

In the event that a vacancy must be filled immediately, the Appointing Authority may make an interim, temporary appointment, for a period of no longer than ninety (90) days; additional periods of temporary appointment, not to exceed ninety (90) days, may be granted only through written agreement and approval of the Appointing Authority. During the period of such interim appointment, the recruitment and selection processes will proceed (refer to *Recruitment Guidelines* document).

No person shall hold more than one City of Milford position at the same time without prior approval of both Department Heads (if applicable) and the respective Appointing Authority(ies).

6. Types of Appointments

Employees shall be appointed to one of the following classifications in consultation with the respective Appointing Authority or the Human Resources Administrator:

(a) Regular full-time: A position which requires working a full department schedule per week, which is generally between thirty (30) and forty (40) hours per week. Regular full-time positions will be classified as either FLSA exempt (salaried) or FLSA non-exempt (hourly), depending on their job duties, in accordance with the Fair Labor Standards Act. These positions may or may not fall under provisions of one of the City's collective bargaining agreements.

(b) Regular part-time: A position which requires consistently working a part-time schedule, which is generally between twenty (20) hours, but less than thirty (30) hours per week and which is not classified as an intermittent, seasonal or special classification. Regular part-time employees will be classified as either FLSA exempt (salaried) or FLSA non-exempt (hourly), depending on their job duties, in accordance with the Fair Labor Standards Act.

(c) Intermittent/Seasonal/Special: A position which requires working either a full-time, part-time or variable schedule, and requires working to complete special projects where additional resources are required, to cover fluctuations in work, to fill vacancies for employees absent from the workplace or to fill other employment needs that may arise. Intermittent/Seasonal/Special positions may be classified as either FLSA exempt (salaried) or FLSA non-exempt (hourly), and may be paid on various pay schedules, including piece rate, depending on their job duties, in accordance with the Fair Labor Standards Act. Volunteers and contracted temporary agency workers do not qualify as any type of City employment.

All required payroll forms must be completed, along with employee orientation administered by the Human Resources Administrator, at the start of employment with the City.

In situations where an employee retirement or resignation can be anticipated or planned for, a position may be filled, with the approval of the Appointing Authority, up to several months early to allow for education and training for the individual replacing the departing employee.

7. Present Employee Consideration

When a City position becomes vacant, the City may initiate both internal and external recruitment processes simultaneously to find the best candidate to fill the vacant position. If, in the determination of the Appointing Authority, a sufficient pool of internal candidates exists, to comply with collective bargaining agreements or to promote career development and succession planning, the City may elect to only open a recruitment internally.

8. Employment of Relatives

The City of Milford permits the employment of qualified relatives of employees, of the employee's household or immediate family as long as such employment does not create actual conflicts of interest. That is, the intent is that no employee is permitted to work within the chain of command of one's relative and be in a position of influence over the work responsibilities, salary, schedule, career progress, benefits or other terms and conditions of employment. For purposes of this section, relative is defined as a spouse, child, parent, sibling, grandparent, grandchild, aunt, uncle, first cousin, corresponding in-law, step relation, or any member of the employee's household.

The following guidelines control hiring of relatives:

- There will be no direct reporting or supervisor to subordinate relationship allowed;
- No relatives of Department Directors will be permitted to work within the chain of command of his/her department;
- No relatives of City Council Appointees or the Human Resources Administrator will be permitted to work in any department;
- Employees who marry, become part of the same household while employed, or are in a relationship are treated in accordance with this policy and may be transferred at the earliest practicable time;
- No relatives of the Mayor or of a City Councilmember shall be hired by the City during that elected official's term in office.

The only exceptions to this policy are seasonal employees, with the approval of the Appointing Authority and pre-existing situations which are grandfathered in and may remain in place, as long as the employees are retained by the City in those employment positions. Once an employee is transferred or separated from employment, these pre-existing situations are no longer permitted.

9. Length of Service/Anniversary Dates

The employee's anniversary date is defined as the date an employee reports to work following appointment to a regular full-time or regular part-time position with the City. The anniversary date is important in relation to any type of merit pay consideration, certain benefits and paid vacation. Specific application of anniversary dates and length of service information are covered in other sections of this manual.

10. Employee Eligibility

Federal law requires that all individuals who become employees of any organization be authorized to work in the United States. Upon hiring, every individual will be required to submit documentation and complete an I-9 form to prove his or her authorization to work in accordance with relevant federal regulations.

11. New Employee Orientation

To help each employee get off to a good start in his/her employment with the City of Milford, a New Employee Orientation will be provided. This orientation will include a range of information, administrative matters, and personal introductions.

12. Introductory Periods

The introductory six (6) month period shall be utilized as an opportunity to observe a new employee's work, to train and aid the new employee in adjustment to his/her position, and to terminate any new employee whose work performance fails to meet required work standards.

All new exempt and non-exempt employees shall serve a six (6) month non-contestable introductory period. A newly hired introductory employee may be terminated at any time, with or without cause, during the introductory period.

Supervisors shall observe the employee's work performance and counsel any introductory employee whose work performance is marginal or inadequate. Supervisors shall document said counseling and any deficiencies.

Promotional employees placed internally shall serve an introductory period of up to six (6) months in the new position. Such promotional appointees, at the discretion of the Appointing Authority, who exhibit inadequate performance during the introductory period, may be placed in another position, terminated, or subject to a six (6) month introductory period in the new position.

The introductory period may be extended for employees which the Appointing Authority, Director and supervisor determine to have the ability to succeed in the position.

During the introductory period, vacation leave will only be approved for an emergency and must have the approval of the Department Director.

13. Layoffs

The Appointing Authority may lay off any employee due to lack of funds, curtailment of work or abolishment of a position. At the discretion of the Appointing Authority, employees shall be laid off in reverse order of anniversary date unless there are compelling operational needs. No regular full-time employee will be laid off while there are newly-hired introductory or intermittent employees working in the same or related classes of positions in that department, unless the introductory employee is applying a special and unique skill set, or the intermittent

employee is working on a unique project for which training another individual is exceptionally costly or time-consuming.

To the extent available, an employee who is laid off may retain reinstatement rights for up to one year. Questions concerning reinstatement rights should be directed to the respective Appointing Authority.

14. Resignations/Retirement/Separation from Service

An employee who resigns from the City is expected to present a letter of resignation to his/her supervisor, including reason for leaving, at least two (2) weeks prior to his/her departure. Department Directors, Superintendents and Administrators are encouraged to provide at least ninety (90) days' notice of resignation.

Employees may retire pursuant to the provisions of the State of Delaware County & Municipal General Pension Plan or State of Delaware County & Municipal Police & Firefighters' Pension Plan. Employees are encouraged to provide at least four (4) months' notice of their retirement by presenting a letter to his/her supervisor with a copy to the Human Resources Administrator who will initiate the employee's pension application process.

In the event a non-introductory employee is involuntarily terminated, the employee may follow the grievance procedure to appeal the termination.

Prior to final separation, it will be the supervisor's responsibility, in collaboration with the Human Resources Administrator, to see that all administrative matters of the retirement, separation or resignation, including the return of City property, computer access, reimbursement of any reimbursable training and an exit interview, are managed in a timely and appropriate manner.

Hours of Work/Attendance

1. Hours of Work

Regular hours of work for full-time employees consist of forty (40) hours per week for all general employees, or eighty (80) hours bi-weekly for all police officers, as assigned by the Appointing Authority. For police officers, hours of work will be in accordance with the applicable requirements of the Fair Labor Standards Act.

2. Attendance Recording

In order to ensure accurate reporting of an individual's time for payroll purposes and attendance record maintenance, each non-exempt employee is required to complete entries into the City's Time Keeping System, or by other approved documentation, in a timely and accurate manner and each exempt employee is required to complete entries into the City's Time Keeping System or by approved documentation for any leave of absence (in accordance with the forms and deadlines established by the Finance Department), including employee signature and supervisory approval and signature, as required.

Non-exempt employees should report to work no more than 15 minutes prior to their scheduled starting time nor stay more than 15 minutes after their scheduled stop time without express prior authorization from their supervisor.

Employee time from 1 to 7 minutes will be rounded down, and thus not counted as hours worked, but employee time from 8 to 14 minutes will be rounded up and counted as a quarter hour of work time.

3. Work Schedules

Work schedules shall be determined by the Department Directors for employees in their departments, subject to the Appointing Authority's approval, and may vary to meet a department's unique needs. Work schedules shall be arranged to meet the needs of the City.

Use of flex time is permitted in accordance with the FLSA by exempt and non-exempt personnel. Flex time practices must be pre-approved by the Appointing Authority and specific situations must be approved by the employee's supervisor. Use of flex time may not be approved if absence from work will cause impairment to the performance of the department or the City.

Appointing Authorities may permit exempt employees to occasionally work from home, in lieu of regular work hours, where circumstances are deemed appropriate for an employee to be compensated for performing assigned responsibilities while working at home. Working from home requests must be pre-approved following the determination that all or significant components of the work can be done at home, operational needs of the department are met, and the work is considered official City business. In all cases while working from home, employees may be requested to provide additional documentation of work records, as deemed necessary by their supervisor. The employee must adhere to the *Work from Home Policy*.

Alternative work schedules may be approved by Appointing Authorities when customer service needs, weather or other circumstances dictate modified schedules.

4. Attendance and Tardiness

Regular and punctual attendance at work is required of all employees. If an employee will be detained or unable to report for work, he/she must notify their supervisor before the scheduled start of their shift. An employee who fails to notify a supervisor that he/she is unable to report to work prior to the scheduled start of his/her shift shall result in the employees' loss of pay for that day unless circumstances outside of the control of the employee prevented the employee from giving notice.

5. Lunch and Break Periods

All regular, full-time employees working 7.5 hours or more in a day, as designated by State of Delaware Labor Law, will be provided with one half hour unpaid lunch break, each regularly scheduled day. Meal breaks will be given sometime after the first two hours of work or before the last two hours of work as designated by the Department Director/Superintendent/supervisor.

Employees will be relieved of all active responsibilities and restrictions during their meal break and will not be compensated for that time.

Each employee is normally entitled to two (2) paid fifteen (15) minute breaks per work day, which shall be taken separately unless authorized in advance by the Department Director/Superintendent/supervisor to use to extend the one-half hour unpaid lunch break. Breaks are subject to the discretion and approval of the Department Director/Superintendent/supervisor, depending on, but not limited to, staffing levels, level of work and temporary fluctuations in workload. Break periods must be used as assigned.

Classification, Performance Evaluation, and Compensation

1. The Classification Plan

A position classification plan is in place to provide a basis for evaluating positions, assigning a pay grade to each position, and ensuring that individual employees are compensated competitively, taking into account both internal and external equity.

A position description will be maintained for each position, including position title, reporting relationship, summary of position, specific duties, education and experience requirements, and any special knowledge and skill requirements, along with FLSA status and pay grade.

2. Maintenance of the Position Classification Plan

The respective Human Resources Administrator shall be responsible for the proper and continuous maintenance of the Position Classification System.

3. Pay Grades

Each position within the classification system will be assigned a pay grade that indicates the minimum and maximum pay rates for employees within a particular pay grade. Periodic adjustments may be made to the pay grades, with the approval of City Council.

4. Work Week and Pay Periods

The normal work week for all employees shall begin on Sunday 7:00 a.m. through the following Sunday 6:59 a.m. Paydays shall be on a bi-weekly schedule and will occur on Fridays, unless otherwise scheduled.

5. Compensation

Employee compensation may be comprised of, but not limited to, the wage rate and/or any other special provisions outlined in this Manual or under a collective bargaining agreement.

Wage increases, initiated by the respective Department Director and approved by the respective Appointing Authority, under the direction of City Council, may be granted for meritorious service. Except as otherwise provided, no employee shall receive pay in addition to the wages authorized by the pay plan for services rendered.

6. Overtime Compensation

Eligibility: All FLSA non-exempt employees shall be eligible for overtime compensation. (*NOTE: There are special rules for police officers, please refer to the FLSA Special 7[k] Work Periods rules.)

Scheduling: When operating requirements or other needs cannot be met during regular working hours, employees may be scheduled to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. Overtime scheduling in all departments must be approved by the Department Director, Superintendent or supervisor prior to overtime work, except in the case of an emergency.

Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

Overtime Pay: FLSA non-exempt employees shall be compensated at the rate of one and one-half times the equivalent hourly rate of the employee for overtime hours worked. The work week starts at 7:00 a.m. Sunday and ends at 6:59 a.m. the following Sunday. Hours worked in excess of forty (40) hours in the work week, for regular non-exempt employees or 80 hours in a pay period for non-exempt police officers, will be paid at overtime rate. Vacation leave, bereavement, and paid holidays will be considered hours worked for purposes of performing overtime calculations, unless otherwise specified in a collective bargaining agreement. Hours worked by regular full-time employees on a holiday, which has been approved by City Council as an observed City holiday, shall be compensated at the rate of one and one-half times the equivalent hourly rate of the employee. When a holiday occurs on a Saturday or Sunday the holiday will be observed and paid on Friday or Monday (in accordance with the section of this manual regarding pay periods). An employee shall receive only one paid holiday per holiday.

7. Flex Time

This policy applies to all non-exempt employees whose employment status is regular full-time and regular part-time. All non-exempt employees are subject to the overtime pay provisions of the Fair Labor Standards Act and must be compensated for all hours worked, including all hours worked on and off work premises. They cannot donate their services and are not permitted to work, in excess of their regularly scheduled work hours, without prior supervisory approval.

Exempt and non-exempt employees are eligible in certain circumstances to adopt a flexible work schedule, either continuous or intermittent. The flexible work schedule, whether only for a particular day or week, must be arranged in advance and the employee and supervisor must mutually agree upon the schedule and then obtain the written approval of the Department Director or Appointing Authority. At all times, normal business hours as well as the operational needs of the department must be maintained. In addition, the immediate supervisor is to conduct a periodic review of the staff member's flexible work schedule to determine whether it should continue or not. No flex schedule is to be considered as permanent or in perpetuity. Flex time is not to be used as a means of facilitating or responding to tardiness. Employees are expected to be on time for the designated starting hour of work. Flextime should be documented on the employee's timesheet.

8. Emergency Conditions

Emergency conditions, including severe weather, can disrupt the City's operations and interfere with work schedules.

The City Manager or designated appointee will determine whether and the extent to which the City will operate in inclement weather. Employees in positions designated as Essential Employees are required to report to work during emergency closures.

In the event that such an emergency closing occurs before 8:00 am or after 4:30 pm (normal business hours), the closing will be posted on the city's website (www.cityofmilford.com) and the City Manager or designated appointee will contact each Department Director, who will then notify their staff if or when they need to report during the emergency closing. City of Milford emergency closing information will also be provided to local media.

Since the City of Milford is responsible for providing essential public services during emergency conditions, each department/division supervisor or appointed designee will determine which employees are essential to their department's operation or department's designated duties during the emergency closing. Employees that have been designated essential for an emergency should report as instructed during the emergency. The supervisor or appointed designee will notify each employee that has not previously been designated as essential when and if they are required to work during the emergency closing. When an emergency closing occurs during normal M-F work hours, non-essential non-exempt and exempt employees that have been allowed to leave work, report to work on a delay opening or not report for work shall receive a supplement of hours to ensure that they have eight (8) hours of pay or salary for the day. Essential non-exempt employees which are required to work shall be paid their regular eight (8) hours of pay for the day, plus time and one half for the actual number of hours worked during the emergency closing. Essential exempt employees which are required to work shall receive their salary for the day and be granted compensatory time off, as approved by the City Manager.

All Police Department officers and dispatchers are classified Essential personnel and are required to work their normal scheduled shifts. Depending on the circumstances of the emergency closing and with the authorization of the Chief of Police, the Police Department may require additional staff to report. The Police Department officers and dispatchers will be granted compensatory time equal to the number of hours that the City of Milford emergency closing was in effect during a normal eight (8) hour business day. These compensatory hours will be added to the holiday accrual bank for each officer and dispatcher.

If inclement weather does not result in an emergency closing for the City of Milford and an employee is unable to commute to work due to the weather conditions, the employee should contact their supervisor prior to the start of their shift to make arrangements to obtain transportation to work or be approved to use vacation leave.

9. Compensable Benefits

In accordance with IRS regulations, certain benefits, such as those pertaining to vehicles, communication services/devices or uniforms, may be considered compensable and therefore subject to certain taxes.

10. Bilingual Pay Differential Allowance

A pay differential allowance may be paid to employees required to use a second language as designated and approved by the Appointing Authority. Designation of bilingual differential positions is the sole prerogative of the City. Positions can only be designated to receive the Bilingual Pay Differential Allowance when it benefits the immediate needs of the City.

11. Performance Review

The City of Milford recognizes that timely, candid performance feedback and discussion with employees is essential to good work performance and employee development. To that end, supervisors should review each employee's individual performance at least annually.

The purpose of the Performance Review program is to create an understanding with the employee as to how well he/she is performing and establish a plan for improved work performance and future job/professional growth in accordance with the procedures and guidelines for Performance Evaluation as established by the respective Appointing Authority. In accordance with a merit-based pay system, the results of a Performance Evaluation may impact an employee's pay.

The performance of all regular full-time and part-time employees will be reviewed at approximately mid-point (3 months) of their introductory period and again prior to when their introductory period (6 months) ends. Individual employees may be required to complete a self-appraisal as part of the overall performance review process.

Human Resources, supervisors, Department Directors, and Appointing Authorities are responsible to see that this program is implemented in a timely and consistent manner.

12. Employee Records

The following individual employee records will normally be maintained by the Human Resources Office:

- Application/Job Description
- Compensation History/Status Changes
- Performance Reviews
- Disciplinary Documents
- Training/Certifications
- Commendations/Miscellaneous
- Employment Verifications

- Benefit Documents
- Medical/HIPAA Documents (which are kept separately from other personnel documents)

The Finance Department will maintain records relating to payroll, taxes, garnishments, wage attachments and unemployment compensation. The City's Human Resources Administrator will maintain records relating to workers compensation, FMLA leaves, and other non-payroll employee-related items.

Employee records are the property of the City of Milford and access to the information is restricted. Generally, only administrative officials of the employer who have a legitimate reason to review information in a file are allowed to do so. With reasonable advance notice, an employee may review material in his or her personnel records, but only in the Human Resources Office and in the presence of the individual appointed to maintain the file. Employees should contact the Human Resources Administrator if they would like to review their personnel records.

Employee Benefits

1. Vacation

Regular, full-time employees will be entitled to take vacation time off upon the accrual of usable vacation hours with the approval of their supervisor. For newly hired full-time employees who are completing an introductory period, vacation leave will only be approved for an emergency and must have the approval of the Department Director.

Vacation pay will be calculated based on the employee's straight time pay rate (in effect when vacation benefits are used) times the number of hours the employee would otherwise have worked on the day(s) of absence.

Employees who have accrued usable vacation hours may submit scheduled vacation requests through the submission of a leave request into the City of Milford time keeping system which their supervisors will then review. Vacation requests will be granted on a City seniority basis. Employees who desire to schedule vacation time for periods of more than one (1) day during the calendar year must submit the leave request into the City of Milford time keeping system by January 31st each year. Requests for vacation time for periods of one (1) day or less shall be submitted into the City of Milford time keeping system at least five (5) working days in advance. Requests will be granted based upon anticipated operating requirements and staffing considerations during the proposed period of absence. In the event that an employee's request is submitted after January 31st it shall be handled on a first-come, first-served basis without regard to City seniority.

Employees are strongly encouraged to use their earned vacation. A maximum balance of 240 vacation hours may be carried forward as the employee's beginning balance at the employee's anniversary each year, except to the extent it is necessary to carry over vacation hours because the employee is not permitted to take his or her vacation hours subject to approval by the Department Director or Appointing Authority.

Upon termination of employment employees will be paid for vacation benefits that have accrued through the last day of work, up to the maximum of 240 hours. For the purposes of this calculation any partial month of service will be treated as a full month of service.

Vacation benefits accrue monthly and are available as updated to the employee’s usable vacation leave. The Vacation Benefits Eligibility Table below defines when vacation benefits become available to employees and how much vacation is accrued per month by employees. Vacation benefits will be awarded to eligible employees according to the following schedules:

Vacation Benefits Eligibility Table

<u>Years of Service</u>	<u>Hours of Leave</u>	<u>Monthly Hours Accrued</u>
1 year – 5 years	80 hours	6.67 hours
6 years – 9 years	120 hours	10.00 hours
10 years – 14 years	160 hours	13.33 hours
15 years plus	200 hours	16.67 hours

Employees with six (6) years or more of service are eligible to sell back up to 40 hours of unused vacation each fiscal year provided that the employee has used at least two (2) weeks of vacation during the course of the year. An employee’s vacation sell back request must be given to their supervisor for approval prior to budget submission for their department/division. Any approved vacation sell back will be confirmed with the employee at least two (2) weeks before being paid out and will be paid with the first payroll of December at the rate then in effect for the employee.

The City Manager may negotiate and approve vacation leave as part of an offer to hire for exempt employees not to exceed 120 hours.

Employees can accrue vacation hours monthly but at their anniversary their beginning balance will not exceed 240 hours. (Employee is paid 100% of vacation time accrued up to 240 hours upon termination.) In the event of an employee’s death, any remaining compensation will be forwarded to the employee’s estate.

2. Sick Leave

Regular, full-time employees (including introductory employees) will be provided with paid sick leave benefits for periods of temporary absence due to illness or injuries. Sick leave benefits will accrue at the rate of eight (8) hours per month and can accumulate up to a maximum of 1,040 hours.

An eligible employee may use sick leave benefits for an absence due to illness or injury sustained by either that employee or a family member. For this section, family member shall mean: employee’s spouse, parent, child, step-child, grandparents, grandchildren or siblings.

Employees who are unable to report to work due to an illness or injury must notify their supervisor before the scheduled start of their shift. An employee who fails to notify a supervisor that he or she is unable to report to work prior to the scheduled start of his or her shift, shall result in the employees' loss of pay for that day unless circumstances outside of the control of the employee prevented the employee from giving notice. The supervisor should also be contacted regarding each additional day of absence.

If an employee is absent for three (3) or more consecutive days due to illness or injury, a physician's statement must be provided verifying the nature of the disability and its beginning and expected ending dates. Such verification may be requested for sick leave absences of less than three (3) days when the employee uses leave in a pattern that suggests sick leave abuse, including but not limited to, the following: (1) using sick leave or other leave in lieu of sick leave as soon as it is earned; (2) a pattern of unscheduled sick leave or requests on Monday's or Friday's or preceding or following a holiday; (3) habitual tardiness based on reports of illness; (4) information that an employee's justification for using sick leave is false; and (5) use of sick leave following the denial of a vacation request. Verification may be the basis for payment authorization of sick leave benefits.

If an employee with the written authorization and restrictions from their physician is able to work from home and their supervisor approves the employee and supervisor must agree on a schedule and what work will be done which adheres to the physician's restrictions. If an employee must be at home to care for a family member but is able to still do work from home and their supervisor approves, the employee and supervisor must agree on a schedule and what work will be done. Written approval must then be obtained from the Director or Appointing Authority before the employee may do work from home. The employee must adhere to the *Work from Home Policy*.

Sick leave benefits will be calculated based on the employee's base pay rate at the time of absence. As an additional condition of eligibility for sick leave benefits, an employee must apply for any other available compensation and benefits, such as state disability insurance. Sick leave benefits will be used to supplement any state disability insurance or workers' compensation benefits that an employee is eligible to receive. The combination of any such disability payments and sick leave benefits cannot exceed the employee's normal earnings.

Unused sick leave benefits will be allowed to accumulate until the employee has accrued a maximum total of 1,040 hours' worth of sick leave benefits. Accrual will begin again if the employee's sick leave balance drops below the maximum total of 1,040 hours until which time they again reach the maximum total. Because sick leave benefits are intended to provide income protection in the event of an actual illness or injury, unused sick leave benefits cannot be used for any other paid or unpaid absence.

At the time of termination, accumulated sick leave which was provided by the City will be compensated up to 240 hours of sick hours accumulated.

If an employee has exhausted all of their available leave and is not eligible for disability benefits, the Approving Authority may approve donated sick leave, in accordance with the *Voluntary Leave Donation Policy*.

Employees that do not require the use of their sick leave benefit will be eligible for recognition through the *Employee Recognition Policy*.

3. Holiday

The City will grant holiday time off to all employees on all legal holidays officially adopted and approved by the Milford City Council each calendar year. Holiday pay will be calculated based on the employee's straight time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day.

To be eligible for holiday pay, employees must work or be on approved leave the last scheduled day immediately preceding the holiday and the first scheduled day immediately following it.

If a recognized holiday falls during an eligible employee's paid absence (e.g., vacation, sick leave, etc.), holiday pay will be provided instead of the time off benefit that would otherwise have applied.

If an eligible employee works on a recognized holiday, he or she will receive holiday pay plus wages at one and one-half times his or her straight time rate for the hours worked on the holiday.

The City will provide to employees a list of holidays each year after approval of the City Milford Council.

When a holiday falls on a Saturday, the preceding Friday will be the observed holiday. When a holiday falls on a Sunday, the following Monday will be the observed holiday.

If an employee is absent from work the day before or after a holiday, holiday pay will not be provided until proof of sickness or excusable absence is established to the satisfaction of the Department Director.

4. Employee Assistance Program (EAP)

The City of Milford recognizes that problems of a personal nature can have an adverse impact on an employee's family life and job performance. To provide resources to employees dealing with personal problems, the City, in connection with the State of Delaware health insurance plan, provides access to an employee assistance organization to provide confidential counseling and referral services.

The Employee Assistance Program (EAP) is designed to assist with a broad range of problems including family and marital discord, nervous or emotional disorders, drug or alcohol abuse, poor physical health and other personal problems. Services provided by EAP counselors may include some combination of assessment, direct problem assistance, referral and follow-up.

The Employee Assistance Program (EAP) provides early identification, short-term problem solving and referral to appropriate care in order to enhance the treatment process.

The EAP is available to all City employees, their spouses, and dependents residing in the

employee's home. Participation in the program and all records and discussions will be handled in a strictly confidential manner, in accordance with applicable law.

If employees or their dependents realize they have personal problems that could be resolved through the EAP, they are encouraged to seek assistance on their own by contacting the EAP directly. In certain situations, management may opt to refer an employee (or employees) to the EAP.

Charges for additional services beyond those covered by the EAP will be subject to insurance coverage and/or may be the personal responsibility of the employee. For additional information about the EAP, employees are encouraged to contact the Human Resources Administrator or their supervisor.

5. Health Insurance

Regular full-time employees, including any eligible family members, are eligible to enroll in the City's health insurance plans. Initial enrollment takes place the first of the month following the employee's date of hire. Employees may also enroll during the City's annual open enrollment or within 30 days of an involuntary loss of coverage.

The employee and the City share the cost for this benefit. Plan coverages and employee contribution amounts, as determined and adjusted periodically by the City, are available from Human Resources or Payroll.

6. Dental Insurance

Regular full-time employees, including any eligible family members, are eligible to enroll in the City's optional dental insurance plans. Initial enrollment takes place the first of the month following the employee's date of hire. Employees may also enroll during the City's annual open enrollment or within 30 days of an involuntary loss of coverage.

The employee assumes the cost for this optional benefit. Plan coverages and Employee contribution amounts, as determined and adjusted periodically by the City, are available from Human Resources or Payroll.

7. Vision Insurance

The City currently provides employee vision coverage, to regular full-time employees. Regular full-time employees may voluntarily, at their cost, add eligible family members in the City's vision insurance plan. Initial enrollment takes place the first of the month following the employee's date of hire. Employees may also enroll eligible family members, during the City's annual open enrollment.

Plan coverages and employee contribution amounts, as determined and adjusted periodically by the City, are available from Human Resources or Payroll.

8. Life, AD&D and LTD Insurance

The City currently provides regular full-time employees, without charge, life, accidental death and dismemberment and long-term disability insurance coverage. Coverage for the employee begins the first of the month following the employee's date of hire.

9. Voluntary Short-Term Disability Insurance

The City currently offers Voluntary Short-Term Disability Insurance. Regular full-time employees are eligible to enroll at time of hire. Coverage, which is at the employee's cost, would begin the first of the month following the employee's date of hire. For eligibility after hire, contact Human Resources.

10. Pension Plan

Regular full-time employees will be enrolled in either the State of Delaware County and Municipal General Pension Plan or the State of Delaware County and Municipal Police and Firefighter Pension Plan and are subject to the terms and conditions of the Plan as determined by the Trustees of the Plan.

11. 457(b) Deferred Compensation Plan

Regular full-time employees will be eligible to enroll in the City's 457(b) Deferred Compensation Plan at hire for their own contributions.

To be eligible for the City's approved match, the employee must be employed by the City one (1) year or one thousand (1,000) hours with the match commencing with the first payroll of January or July.

The City's approved match information is available from Human Resources or Payroll.

12. Workers' Compensation

In accordance with applicable state laws, employees may be eligible for workers' compensation benefits in the event of accidental injury or occupational disease arising out of employment with the City of Milford, requiring medical treatment, hospitalization or loss of work time.

In the case of an accidental injury to a regular full-time employee which occurs while on the job and is covered by Workman's Compensation Insurance, the City shall guarantee 100% of the injured employee's gross salary less State and Federal and employment taxes and regular benefit and voluntary deductions for the first ninety (90) calendar days that the employee is absent from work under a licensed physician's care. In each situation where the employee must be absent from work because of an on-the-job injury beyond the ninety (90) days period, the City Manager, after reviewing the employee's case, may at his/her discretion, grant extensions of the employee's 100% pay for additional periods of time not to exceed a total of 180 calendar days. The employee will sign over their workers compensation checks received during the period in which the employee is paid by the City.

13. Unemployment Insurance

In accordance with applicable state laws, City of Milford employees may be eligible to receive unemployment compensation if laid off for reasons including budgetary or grant limitations and elimination of positions.

Continuing Education

The City encourages employees to share information with each other and to continually enhance their knowledge and skills. This process will assist in keeping current with technology changes and will result in improved service to our residents. Following are two (2) approaches to continuing education:

1. Attendance at Conferences and Seminars

The Appointing Authority or Department Director may approve attendance at non-mandatory conferences and seminars and other training sessions that are work related and in the best interest of the City after recommendation of the supervisor and if funds are available. At times the City may opt to provide on-site training in City facilities to meet employee training needs.

If approved, the City will normally cover costs of conference, seminar and other training sessions including registration, travel, lodging, parking and meals. Employees will be paid at their regular pay rates while attending training sessions, in accordance with the Fair Labor Standards Act. Budgetary constraints may limit or negate conference attendance. Participants are encouraged to share information obtained at conferences and seminars with other interested employees.

The Appointing Authority or Department Director when approving job related training will determine if the training is deemed to be reimbursable to the City if the employee leaves employment within one (1) year of completing the training. If so, prior to the training the employee may be required to sign an agreement to repay the City if the employee leaves employment within one (1) year of completing the training.

Time Away from Work

There are times for a variety of reasons when an employee must be away from work. The following guidelines will apply to time away from work:

1. Leave Application Process

Prior to any planned absence from work, employees must complete a leave request into the City of Milford time keeping system indicating date(s) of absence and the type of leave being requested. The employee must submit the form to his/her immediate supervisor for approval.

In the event of an unplanned absence, the employee should complete a leave request at the earliest opportunity following the initial absence from work.

The approved leave request must be reconciled with the time keeping entry by the Department or Division Supervisor and then submitted to the payroll office.

For employees utilizing flex time, they must adhere to the *Flex Time Policy*. (See *Flex Time* section in this manual.)

2. Bereavement Leave

In the event of a death in the immediate family of an employee the employee shall be granted up to three (3) working days with pay not charged to any leave balance to arrange for and/or attend the funeral service or related matters. In the event of a death in the extended family of an employee the employee shall be granted one (1) working day with pay not charged to any leave balance to attend the funeral service or related matters.

Immediate family shall be defined as the employee's spouse, parent, child, step-child, grandparents, grandchild or sibling; the employee's spouse's parent, child, step-child, grandparents, grandchild or sibling; the employee's child's spouse. Extended family defined: Described as the employee's aunt, uncle, niece, nephew or first cousin; employee's spouse's aunt, uncle, niece, nephew or first cousin. Special consideration will also be given to any other person whose association with the employee was similar to any of the above relationships.

Payment for absences due to a death in the family will not be made in addition to sick leave payments or holidays which may occur simultaneously.

An employee may request additional available leave time as approved by the Appointing Authority beyond the time provided. The Department Director may grant such additional time to be charged against the employee's sick leave.

Hours granted as bereavement time shall be counted as hours worked for the purpose of calculating overtime and shall not be charged as vacation if the employee is on vacation at the time of the death.

3. Family and Medical Leave Act Procedure (FMLA)

The Family and Medical Leave Act of 1993 (FMLA) requires covered employers to provide up to 12 weeks of unpaid, job protected leave to eligible employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least one year, and for 1,250 hours over the previous 12 months, and if there are at least 50 employees within 75 miles.

In certain circumstances, employees may be eligible for Family and Medical Leave. This benefit is designed to assist certain eligible employees who need time away from work to care for themselves or certain family members when they are experiencing a serious health condition, as defined by the Family and Medical Leave Act (FMLA). This benefit has also been expanded to provide leave for eligible employees when certain circumstances arise that cause a qualifying exigency arising out of service in the Armed Forces, or to care for certain family members

experiencing a serious injury or illness when those members are covered service members of the Armed Forces.

The employee should provide thirty (30) days advance notice, to their supervisor and Human Resources, when the leave is foreseeable. If a thirty (30) day notice is not possible due to a medical emergency or the employees' uncertainty as to when the leave will be required to begin, notice must be given as soon as it is practical to do so.

Employees who are or will be absent for more than three (3) days should notify Human Resources of their absence and obtain a Certification of Health Care Provider form to have completed by the attending physician of the employee or qualified family member for verification of a qualifying serious health condition.

While the Family Medical Leave Act provides for 12 weeks of unpaid job protection the City permits the employee to use his or her accrued leave time in conjunction with FMLA leave in order to avoid a loss in wages. The use of accrued leave does not extend one's FMLA leave. Accrued sick leave may be used for any medical related absences and accrued vacation leave may be used for any non-medical absences.

The City will track FMLA leave on a rolling year which is a 12-month period measured backward from the date an employee uses any FMLA leave and not a calendar year, which is a defined 12-month period, such as a calendar, anniversary or fiscal year.

Leave as the result of a workers' compensation injury will be counted as FMLA leave.

For more specific information and procedures pertaining to the FMLA, contact Human Resources. The employee must adhere to the *FMLA Procedure Policy*.

4. Military Leave

A leave of absence without pay will be granted to any employee who enters any branch of the United States armed services. Benefit accruals for any employee serving on active duty longer than 30 consecutive days will be calculated in accordance with federal laws or as approved by the Approving Authority.

The employee will be reinstated with full seniority to his/her former position or to a comparable position if application for re-employment is made within ninety (90) calendar days of the date of an honorable discharge or the date of release from hospitalization following discharge.

Any employee who is a member of a reserve component of the armed forces will be placed on unpaid leave for his/her annual two-week training or one weekend per month required duty. Benefit programs will be unaffected by the leave and the employee may elect to use any vacation entitlements for the absence. Training leaves will not normally exceed two weeks per year, plus reasonable travel time.

5. Jury Duty/Court Appearance

Any regular full-time employee called for jury duty or as a witness in any civil or criminal legal proceeding will be given a leave of absence with pay (at their base rate of pay for the hours served) for the duration of their service on jury duty. If employee is dismissed from jury duty at least three hours prior to the end of the employee's work day, the employee shall report to work. This obligation to work applies both to the end of the employee's jury duty and on each day during the employee's jury service.

Employees will be required to obtain documentation from the court as to a record of their attendance.

Leave time without pay or approval to use vacation leave, as deemed appropriate by the Appointing Authority or Department Director, shall be granted for court attendance when an employee is the defendant or is engaged in personal litigation, unless such actions are a result of an act performed as a part of the employee's duties as a City employee; provided, however, that an employee will not be paid for court attendance if the employee is pursuing a claim against the City.

If an employee is required to serve beyond this period of paid leave, he/she may request to use vacation leave or request an unpaid leave of absence which would not affect accrual for benefit calculations.

6. Leave Without Pay

- a) Requests for leave without pay will be evaluated on a case-by-case basis and approved at the sole discretion of the Appointing Authority.
- b) During a period of leave without pay of 30 days or less, an employee will be retained on the City of Milford's health plan under the same conditions that applied before the leave commenced. To continue health coverage and any other optional benefits that are eligible to be continued, the employee must continue to make any contributions that he/she made before taking leave (please refer to section §1 of Employee Benefits, above). Vacation and sick leave will not accrue during an employee's leave without pay.
- c) At certain times, the City may implement temporary periods during which employees may request a voluntary leave to mitigate certain financial hardship issues facing the City. This decision will be made jointly by the City's Appointing Authorities.

7. Unauthorized Absence

Any unauthorized absence of an employee from duty shall be considered an absence without pay and may be grounds for disciplinary action. Any employee who is absent for three (3) or more days without authorized leave arranged through his/her Department Director, Superintendent or supervisor may be discharged for cause. In the event extenuating circumstances are found, a leave may be granted retroactively based upon recommendations of the Department Director, Superintendent or supervisor and approval of the Appointing Authority.

Voluntary Leave Donation

The City recognizes that employees may have a personal or family medical emergency or major disaster resulting in a need for additional time off in excess of their available sick/vacation time. To address this need, all eligible employees will be allowed to donate sick time from their unused balance to their co-workers in need of leave in accordance with the policy outlined below. This policy is strictly voluntary.

1. Eligibility Criteria

A. Eligible Employees

Employees must be employed by the City for a minimum of one (1) year and have no disciplinary actions for abuse of leave time to be eligible to donate and/or receive donated sick time. For an employee to be eligible to receive donated leave they must have exhausted all available paid leave down to a vacation balance of 40 hours which may be reserved for future use. An employee who is on an approved leave of absence may not donate.

B. Eligible Events

Leave donations may be requested only for a medical emergency and/or major disaster, which are defined as follows:

A “medical emergency” is a medical condition of the employee or a family member that will require the extended absence of the employee from duty and will result in a substantial loss of income to the employee due to the exhaustion of all paid leave available. A family member is defined as a spouse, child or parent.

A “major disaster” is a disaster declared by the President of the United States under §401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Stafford Act), or as a major disaster or emergency declared by the President pursuant to 5 U.S.C. §6391 for federal government agencies. An employee is considered to be adversely affected by a major disaster if the disaster has caused severe hardship to the employee or to a family member of the employee that requires the employee to be absent from work.

C. Eligible Donations

Donations must be made in no less than four (4) hour increments. An employee may not receive more than 480 hours (12 weeks) of donated time in any rolling 12-month period. Donations may be made only of time already accrued; employees may not borrow against future sick leave to donate.

Employee Conduct, Disciplinary Action and Grievance Procedure

1. Disciplinary Action

The City of Milford expects each employee to work productively, responsibly, and professionally at all times, and to treat all persons with consideration, dignity and respect. Employees will conduct themselves in strict conformity with all local, state and federal laws and ordinances. No employee shall attempt to further his/her self-interests through the use of his/her position.

On occasion, negative work performance or negative behavior may arise. It is the objective of the City to correct performance and behavior issues as quickly as possible. Such correction efforts may include a management referral or directive to the Employee Assistance Program.

Examples of unacceptable behavior include, but are not limited to:

- Unsatisfactory work performance, including failure to work productively or in accordance with standards and procedures.
- Failure to respond to an assigned emergency call.
- Poor attendance and tardiness, including failure to adhere to department rules regarding notification of absences.
- Failure to treat all persons with consideration, dignity and respect.
- Unauthorized or careless use of tools, vehicles, equipment or financial resources.
- Operating equipment and vehicles in a careless or unsafe manner. Refer to *Safety and Health, Item 3. Vehicle Use/Insurability*.
- Illegal gambling while on duty or while on City property.
- Providing confidential or sensitive information to unauthorized individuals or entities.
- Repeated instances of creating or contributing to unsanitary conditions or poor housekeeping at work.
- Failure to follow prescribed timekeeping procedures.
- Disregard for safety policies, procedures and use of safety equipment and/or clothing.
- Failure to report any personal injury, accident, or unsafe condition to the employee's supervisor in a timely manner.
- Violation of City *Smoke-Free Environment Policy*.
- Directing abusive or profane language toward co-workers, residents, business representatives, government officials or anyone involved in City business.
- Violation of department policies.
- Failure to adhere to City *Dress Code Policy*.
- Performing personal work on City time or with City property.
- Unauthorized entry to City facilities.
- Unauthorized use or possession of alcohol, controlled substances or illegal drugs.
- Unauthorized possession of a weapon on municipal property or in a City vehicle.
- Insubordination or refusal to carry out assigned duties.
- Theft or unauthorized possession of City property.
- Sexual harassment or other forms of harassment.

- Fighting, issuing threats or verbal or physical abuse or other disorderly conduct while performing City of Milford business.
- Scandalous or disgraceful conduct, either on or off duty where conduct brings employee's department or City into public disrepute.
- Unauthorized absence.
- Conviction of a felony or misdemeanor involving moral turpitude, casting doubt on ability to perform the job. Moral turpitude is defined as an act of baseness, vileness or depravity in private or social duties. Examples of moral turpitude include income tax evasion, perjury or its subornation, theft, indecent exposure, sex crimes, conspiracy to commit a crime, defrauding the government and illegal drug sales.

Depending on the severity of the offense, the corrective action procedure may include any or all of the following, including termination:

A. Verbal Reprimand – A verbal warning to an employee that if his/her actions continue the formal discipline process will begin. (Supervisors must document the verbal reprimand and have the employee sign acknowledging that they have received the verbal reprimand.)

B. Written Reprimand – A written warning that places the employee on notice that additional incidents will result in more severe disciplinary action. The notice shall detail the specifics of the problem as well as what further action can be taken. This warning shall be placed in the employee's personnel file.

C. Suspension – Suspension is the temporary removal from duty status, without pay, of an employee for cause for a period of one (1) to thirty days. The City also reserves the right to suspend with pay, at the discretion of the Appointing Authority. Suspension shall be recommended by the Department Director and approved by the Appointing Authority.

D. Demotion – An employee may be moved to a position in a class with a lower maximum salary rate for serious misconduct. Demotion shall be recommended by the Department Director and approved by the Appointing Authority. This action may be used in selected situations that would not be disruptive to other employees or to the level of service to the public. If a position for demotion is unavailable the City may implement a period of disciplinary probation in which the terms and conditions of probationary status are applied to the employee's appointment for a period of time to be determined by the Appointing Authority, not to exceed one (1) year.

E. Dismissal – An administrative review session shall be held for the employee to challenge anything in the employer's report. The Appointing Authority shall make the final decision.

2. Discrimination & Harassment

The City of Milford is committed to providing a work environment that is free of discrimination and harassment. Employees will not, by means of speech, touching or body language, abuse, harass or be discourteous to their fellow employees or members of the general public for any reason including someone's age, race, color, creed, citizenship status, sexual orientation, gender/sex, marital status, gender identity or expression, religious or political beliefs, military/veteran status, ancestry, national origin or disability.

All employees must also be allowed to work in an environment free from all forms of harassment and intimidation.

All employees are to refrain from sexual harassment. Unwelcome sexual advances, flirtations, propositions or requests for sexual favors, or other verbal or physical conduct of a sexual nature are considered sexual harassment under the following conditions:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- Submission to or rejection of such conduct by an individual is used as a basis for any employment decisions affecting that individual.
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile or offensive work environment.

The display in the workplace of sexually suggestive objects or pictures is prohibited. The Delaware Discrimination in Employment Act prohibits discrimination against any employee based on pregnancy, childbirth, or related condition, including, but not limited to, lactation. If you believe that you have been subject to pregnancy discrimination, please inform a member of management as soon as reasonably possible. The City is committed to providing a workplace free of discrimination and harassment and will take prompt action to investigate and address any such allegations.

The Delaware Discrimination in Employment Act also entitles employees to reasonable accommodation of known limitations related to pregnancy, childbirth, and related conditions, provided that the accommodation does not impose an undue hardship on the company. An employee need not be disabled to request a reasonable accommodation related to pregnancy, childbirth, or a related condition(s). If you suffer from a limitation that prevents you from performing the essential duties of your job, please inform your supervisor so that we can promptly begin the process of identifying a reasonable accommodation. Employees are encouraged to request a reasonable accommodation as soon as possible before performance problems arise.

3. Participation in Political Activity

Employees may not engage in political activity during working times. Political activities include:

- Solicitation, distribution, or receipt of any assessment, subscription or contribution for any political party or cause; and
- Campaigning for any candidate or issue, including posting, wearing or distributing political material of any kind.

4. Gifts and Gratuities

City of Milford employees will not accept any gratuities, loans, gifts, merchandise, meals or other items of other than nominal value in connection with or resulting from their employment

with the City in compliance with the City of Milford and State of Delaware's ethics laws and policies. Solicitation of gratuities of any sort by City employees is strictly prohibited. Employees are referred to the Delaware Ethics Law and Related Statutes published by the Delaware Public Integrity Commission.

5. Outside Employment

Employees must notify their supervisor and Department Director of any outside employment. The City of Milford will not object to an employee having outside employment as long as the employee is successfully and competently performing his/her job duties as determined by the Department Director or Appointing Authority and without negative impact on attendance and so long as it would not create a potential conflict of interest. Secondary employment is prohibited if:

- The secondary employment is doing business with or seeking to do business with the City.
- Such employment will create a conflict of interest or the appearance of a conflict of interest.
- Such employment is a direct conflict with any municipal functions or ordinances.

6. Volunteer Fire Response

Employees must notify their supervisor and Department Director of any outside employment. Any regular full-time employee who is an active volunteer fire fighter with the Carlisle Fire Company of Milford may, with the approval of the employee's supervisor and Department Director, in consultation with the Appointing Authority, be permitted to respond to fire calls during regular business hours without loss of pay. Special consideration will be given to other active volunteer fire fighters when Carlisle Fire Company is in need of extra fire fighters.

7. Dress Code/Appearance/Uniforms/Safety Work Boots

All employees are required to maintain a neat and clean personal appearance including clothing, personal hygiene and grooming appropriate for their positions and to follow any department dress code and appearance guidelines.

The City may provide uniforms and clothing items for employees in certain positions. The City reserves the right, in the City's best interest, to determine the type(s) of clothing worn by City employees. Employees may not wear hats which display advertising. The City will provide hats to employees as needed. Employees who are provided uniforms are expected to wear them while at work and may wear them while traveling to and from work only. At any time while wearing City issued uniforms or clothing employees are expected to act as a representative of the City of Milford.

All City provided uniforms and City marked clothing must be returned upon separation of employment. Employees should return all items to their supervisor or Department Director.

Safety Work Boots which meet or exceed the requirement and safety standards as defined by each department's duties will be purchased for the employees who hold certain positions as defined in the *Safety Work Boots Policy* each fiscal year during the month of October.

A newly hired employee filling any of the eligible positions will have their initial pair of safety work boots purchased for them after a successful three (3) month evaluation of their six (6) month introductory period.

Supervisors or their appointed designee will be responsible to select the appropriate safety work boots from an approved vendor of safety work boots which meet the safety requirements of their department's approved positions with a maximum price to be established by the City Manager.

8. Internet & Email

Internet access is to be conducted in a responsible and professional manner reflecting the City's commitment to ethical and non-discriminatory government practices. It is also the City's desire to protect the organization as much as possible from viruses or illicit attempts to access the City's servers. The City of Milford maintains an electronic mail system to conduct City business. All email messages composed, sent, received and/or stored are the property of the City and not the property of any employee. The City has a *Computing Resource Use Policy* which explains how email and the internet must be utilized. Before using email or the internet employees must acknowledge that they have reviewed and understand the City's *Computing Resources Use Policy*. Employees have no expectation of privacy in any information or message sent, received, or stored in or through the City's computer or network.

If you have questions regarding appropriate use of the internet and City email, please contact your supervisor or your respective Appointing Authority.

9. Telephone, Cellular Phone and Data Service

Personal use of the City telephone or cellular phone system is limited to emergency or pressing reasons preferably during breaks and meal periods. Staff should refer to the detailed policy.

The Appointing Authority and his/her appointees are authorized to have cellular phones or smart phones, to conduct City business. In addition, Appointing Authorities may receive or authorize a monthly communications allowance in lieu of use of a City issued cell phone, smart phone or data device. The amount of such communications allowance will be established in the City's policy regarding telephones and data devices. All other City employees must obtain approval from their Appointing Authority for use of a City cellular phone, smart phone or data device. Cellular phone use must be in compliance with the City's *Safety and Vehicle Usage Policies*.

While at work employees are expected to exercise the same discretion in using personal cellular phones as is expected for the use of City telephones and cellular phones. Please refer to the City's *Cell Phone Policy*.

10. Employee Recognition

The City will recognize employees who uniquely distinguish themselves through outstanding performance or innovation that exemplifies dedication, creativity and personal integrity. Upon recommendation by the Department Director and approval by the Appointing Authority, the employee may receive a letter of commendation and/or may become eligible for consideration for an additional salary increase at the time of their annual review. Please refer to the City's *Employee Recognition Policy* for procedures.

11. Grievance

A grievance shall be defined as any difference, dispute or complaint regarding the interpretation or application of the terms of this Policy. All grievances filed shall contain a concise statement of the facts alleged to support the grievance. Grievances shall be processed in accordance with the following procedure and shall be determined by application of the terms of this Policy.

Step 1:

An employee who has completed the Introductory Period shall within five (5) business days of the date of the occurrence, the action or event from which the grievance arose, or within five (5) business days when the employee obtains knowledge or should have obtained knowledge of the act or event, contact his/her Superintendent or supervisor to discuss and attempt to resolve the grievance. The Superintendent or supervisor shall discuss the grievance with the employee and shall reply in writing to the employee within five (5) business days of the meeting held with the employee. For the purposes of this section a business day is defined as any day between and including Monday through Friday, between 8:00 a.m. and 4:00 p.m.

Step 2:

If, after receipt of the decision of the Superintendent or supervisor, the grievance has not been satisfactorily resolved, the aggrieved employee may, within five (5) business days of receiving the reply, file a written grievance with the Department Director or designee. The appeal shall be set forth in the form of a written statement explaining the grievance, giving the date of the occurrence, and the remedy sought. The Department Director or designee may schedule a meeting with the employee to discuss the grievance. Within five (5) business days of the meeting, or the receipt of the grievance if no meeting is held, the Department Director or designee shall respond to the employee in writing.

Step 3:

If, after receipt of the written decision of the Department Director or designee, the grievance has not been satisfactorily resolved, the employee shall meet with the City Manager or designee in an attempt to resolve the grievance within ten (10) business days. The City Manager or designee shall respond in writing within five (5) business days of the conclusion of the meeting and this decision will be final.

Safety and Health

1. General Considerations

The City of Milford will provide a reasonably safe and healthy work environment for its employees and the general public. City safety leadership includes sponsorship of safety committees, safety orientation for new employees, employee education and relevant health and safety training, provisions for personal protective equipment as appropriate, accident and/or unsafe acts investigations, as well as other directed training opportunities.

City employees are expected to:

- Work in a safe manner at all times.
- Maintain proper housekeeping in individual work areas.
- Be alert for unsafe acts or conditions; correct them or report them *immediately* to a supervisor.
- Ask for assistance, every time, when attempting to lift, pull or push heavy objects; lift in a proper manner.
- Follow the reporting requirements when he/she has been injured or *could have been* injured on the job (please refer to your supervisor for more information).

For more information, please refer to the City's *Safety Manual*.

2. Accident Reporting

Any employee sustaining an on-the-job injury, following the receipt of any appropriate first-aid treatment, shall immediately report the injury to his/her supervisor. In the event that an incapacitated employee requires professional medical care, the supervisor is required to report the injury to Human Resources as soon as practical. Failure to report injuries in a timely manner may result in disciplinary action. The supervisor will investigate the accident in a timely manner, secure whatever assistance is required, prepare required reports, and determine what preventive measures should be taken in the future. A review of the incident may be done by the City's Safety Committee as warranted.

3. Vehicle Use / Insurability

City of Milford employees are constantly in the public eye and those who drive a vehicle in the performance of their duties are representing the City. Employees are not only responsible for their own safety and security, but the safety and security of residents and visitors to the City. As a result, employees are required to exercise the utmost care and caution while operating a motor vehicle and other vehicle, tools and equipment on City business. Employees who operate City owned vehicles or personally owned vehicles while performing City business are required to abide by all applicable State laws in addition to the following rules and regulations.

City owned or leased vehicles are to be used for the following purposes:

- a. Transportation to conduct official City business during the normal working day.

- b. Transportation to conduct official City business before and/or after the normal business day.
- c. Transportation between the employee's principal work location and the employee's residence in order to facilitate quick response by those authorized and assigned to drive take home City vehicles by the respective Appointing Authority.
- d. Transportation to conventions, conferences, meetings and training programs. If using a personal vehicle for approved City business when no City vehicle is available employees will receive the current mileage reimbursement at the mileage rate as determined by the Internal Revenue Service.
- e. Rental Cars may be used for both in-state and out-of-state travel, if authorized by the respective Department Director or Appointing Authority.

Use of City vehicles for day-to-day operations must be approved by the Department Director/Superintendent/supervisor. Assignment of a City vehicle to an individual for a continuous, regular or indefinite period must be approved by the Appointing Authority (please refer to the *Use of Equipment and Vehicles Policy*).

Employee Responsibilities: Those driving vehicles in the course of their employment:

- Must have a valid license for the type of vehicle being driven and must obey all traffic laws.
- Must provide a copy of their driver's license to their Appointing Authority when hired in order to verify that the driver's license is valid.
- Will have their driver's license reviewed at least annually to verify validity.
- Are responsible for ensuring a current, valid copy of their license is on record with the City.

Any employee who is required to operate a City owned or private vehicle to perform City business must immediately report any license suspension, revocation or serious violation to his/her supervisor, ideally within 24 hours of the action. An employee must immediately report to the Department Director any motor vehicle violations while performing City business, including parking violations incurred while utilizing a City vehicle before the end of the work day in which the violations occur. The supervisor will notify the Appointing Authority of any suspensions, revocations and violations that affect the employee's ability to drive. Any license suspension, revocation or serious violation not reported immediately to the supervisor will be subject to disciplinary action up to and including termination.

If operating a vehicle to perform City business, employees are required to be insurable through the City's insurance carrier.

Employees must wear a seat belt at all times when operating or riding in a City vehicle.

City vehicles and/or fuel shall not be used for personal use. Only City employees may operate City vehicles. No employee under the age of eighteen (18) is allowed to operate a City vehicle.

Employees are prohibited from transporting passengers except: 1) other City employees; or 2)

individuals conducting business with or on behalf of the City.

Personal vehicles shall not be used to pull trailers or haul equipment while being used in City related business.

Employees are prohibited from making any modifications, alterations or additions to any City vehicle or equipment without the prior express approval of his/her supervisor.

4. Smoke-Free / Tobacco-Free Environment

The City respects the rights of employees who do not smoke. The following policy applies:

In accordance with State law there is no smoking allowed in any City building. In order that we convey a professional image to the public and are respectful of other current and future users of City vehicles, smoking is prohibited in City vehicles and while working. Use of e-cigarettes is prohibited in City facilities and City vehicles.

Smokers may smoke during approved break times and at approved locations. If you have any questions about appropriate times and/or locations, please contact your supervisor. If you are a smoker and would like information about quitting, please contact Human Resources. Questions concerning the application of this policy should be directed to the individual's supervisor.

5. Alcohol & Drug-Free Workplace

The goal of this policy is to maintain a safe and healthy work environment. The successful implementation of this policy will also enable the City to provide quality service to the public by maintaining efficiency and productivity. The use of illegal drugs and/or the misuse of alcohol or legal drugs are inconsistent with this goal.

The City of Milford does not permit the use of illegal drugs by employees or the misuse of alcohol, the sale, purchase, transfer, trafficking, use or possession of any illegal drugs, or arrival or return to work under the influence of any drug (legal or illegal) or alcohol to the extent that job performance is affected. Use of prescription drugs are only permitted when prescribed by a physician who has determined that the substance will not adversely affect the employee's ability to safely perform his or her duties. Specific requirements and implementation procedures are detailed in the *Drug-Free Safety Program Policy*, and the City requires full compliance with said policy.

Employees will receive and acknowledge a copy of the *Drug-Free Safety Program Policy* during new employee orientation. Additional copies are available in Human Resources.

Administration

1. Travel on Official City Business

Whenever an employee travels for City-related business (training, meeting, seminar, conference, etc.) the employee must obtain prior authorization from their supervisor, including authorization

of budget expenditures for the estimated cost of the travel. Meal and Incident Expense (M&IE) Per Diem Rates (www.gsa.gov/perdiem) and Mileage Reimbursement Rates (www.gsa.gov/mileage) should be confirmed with the Finance Department by contacting the Accounts Payable Administrator with the details which should include the date(s), location(s) of the travel and any services that will be included in any registration fees before processing a purchase order for the employee's M&IE and/or mileage reimbursement.

The City encourages the use of any authorized available City vehicle, especially for local travel; however, if the employee has been approved to use their privately-owned vehicle, they can request mileage reimbursement for the actual miles (round trip) between locations. If more than one employee is traveling to the same event, the City encourages the sharing of vehicles to conserve fuel and City funds. When two or more employees travel together in a privately-owned vehicle, only one mileage reimbursement will be approved.

When employees are booking hotel reservations, they should obtain the lowest rate possible. Some conferences have discounted blocks of rooms reserved and most hotels offer a government rate which may be lower than an advertised rate. After obtaining the hotel rates, the employee must obtain approval from their supervisor of the hotel expense prior to the final booking of the hotel reservation.

Employees must acquire receipts for any expenses (hotel, parking, gas, rental car, taxi, tolls, etc.), which are being charged directly to the City or those which will be submitted for reimbursement to the employee and that are not included in the M&IE allowance. The receipts with an itemized expense sheet should be turned in to the employee's supervisor immediately upon the employee's return to work. The supervisor, after the review and approval of the receipts, should complete a purchase order for any reimbursement due to the employee or for any expenses that had not previously been processed through the purchase order system. The supervisor should then submit the signed approved receipts to the Accounts Payable Administrator to be processed for payment with the next payment cycle.

Employees receiving an M&IE allowance adhere to GSA and IRS regulations regarding covered incidental expenses. Accordingly, the following expenses will not be reimbursed by the City except under extraordinary circumstances and with approval of the Appointing Authority:

- All meals,
- Room service,
- Laundry, dry cleaning and pressing of clothing, and
- Fees and tips for persons who provide services, such as food servers and luggage handlers.

Employees travelling to conferences, training or other events that include meals which meet the employee's nutritional requirements for some or all days, should reduce the per diem accordingly based on the breakdown on the GSA website. In addition, the first and last days of travel are at a reduced M&IE rate. Please note that amount on the GSA website and on travel request forms.

2. Other Expense Reimbursement

The City will reimburse employees for necessary business expenses beyond travel provided these expenses have been approved by a Department Director or Appointing Authority and are submitted on the proper form with supporting receipts.

Modifications to This Manual

This manual will be modified from time to time as conditions change. Members of management will normally initiate modifications and updates; however, any employee may suggest changes and discuss them with his/her supervisor. The City Council will be involved appropriately to review and approve changes. Appointing Authorities will be responsible for reconciling modifications with the City Charter.

Glossary of Definitions and Terms

Anniversary Date: The date an employee reports to work following appointment to a regular full-time or regular part-time position with the City of Milford. For purposes of performance evaluation, the review date shall be date of the most recent appointment or promotion.

Appointing Authority: City Manager or designee having the power of appointment over subordinate positions in any office, department, or division, or any person or group of persons having the power by virtue of ordinance or other lawfully delegated authority to make appointments to positions in the municipal service; Police Chief or designee having the power of appointment over subordinate positions in the Police Department.

Appointment: The designation of an individual to a position who has qualified for the appointment through an appropriate selection process.

Class: A grouping of positions that is sufficiently similar in responsibility, education and experience requirements that the positions will carry the same salary range, also known as Pay Grade.

Corrective Action: The process of correcting or addressing negative or unprofessional work performance and employee behavior.

Demotion: The movement of an employee from a position in one class to a position in another class having a lower salary range.

Department: A grouping of positions by function (i.e. Public Works Department, Finance Department).

Department Director: The individual responsible for overall operations of a department.

Discharge for Cause: Involuntary separation or dismissal from employment with the City of Milford due to unsatisfactory work performance or behavior.

Division or Office: A grouping of positions by function within a Department (i.e. Electric Division or Customer Service Office).

Exempt Employee: Professional, administrative and executive employees who are paid a fixed salary rather than an hourly wage and who are exempt from overtime provisions in the Fair Labor Standards Act (FLSA). Exempt employees do not receive payment for overtime hours worked.

Extended Family: Extended family shall mean: employee's aunt, uncle, niece, nephew or first cousin; employee's spouse's aunt, uncle, niece, nephew or first cousin.

FLSA (Fair Labor Standards Act): An act passed by the Federal Government in 1938, regulating minimum wage payments and overtime payments for non-exempt employees.

Family Member: Family member shall mean: employee's spouse, parent, child, step-child, grandparents, grandchildren, or siblings.

Immediate Family: Immediate family shall mean: employee's spouse, parent, child, step-child, grandparents, grandchild or sibling; the employee's spouse's parent, child, step-child, grandparents, grandchild or sibling; the employee's child's spouse.

Introductory Period: A trial period of six (6) months for a newly appointed or six (6) months for a promoted employee, during which an employee will receive frequent feedback regarding his/her performance. An employee may be placed on introductory status when transferred or promoted into a different position.

Job Description: See *Position Description* (below)

Layoff: The temporary, indefinite or permanent separation of an employee due to lack of funds, curtailment of work or abolishment of a position.

Non-exempt Employee: An employee who is not exempt from the provisions of the Fair Labor Standards Act of 1938. Non-exempt employees are normally paid overtime for hours worked beyond 40 in a week.

Office or Division: See *Division or Office* (above)

Pay Grade: The minimum and maximum compensation that a position can be paid.

Position Description: A summary document which defines the position title, i.e. department, reporting relationship, status, pay grade, schedule, summary of position, specific duties, education and experience requirements and any special knowledge and skill requirements essential to successful job performance.

Promotion: The movement of an employee from one position in one class to a position in another class with a higher maximum salary rate.

Pyramiding: Overtime pyramiding or overtime doubling is the (often mistaken) practice of counting the same hours against two different overtime limits. The most common example of overtime pyramiding is using hours that have been counted against daily overtime to calculate a weekly overtime limit.

Qualifying Exigency: Qualifying exigencies may arise when the employee's spouse, son, daughter, or parent who is a member of the Armed Forces (including the National Guard and Reserves) and who is on covered active duty or has been notified of an impending call or order to covered active duty. For purposes of qualifying exigency leave, an employee's son or daughter on covered active duty refers to a child of any age.

Regular Full-time Employee: An employee who normally and regularly works a full department weekly schedule.

Regular Part-time Employee: An employee who normally and regularly works less than a full department schedule, generally between twenty (20), but less than thirty (30) regularly scheduled hours per week.

Suspension: Involuntary time away from work imposed on the employee as part of the corrective action process.

Transfer: The movement of an employee from one department, division or unit of the municipal government to another.

Vacancy: An officially created, approved and funded position not currently filled.

EMPLOYEE ACKNOWLEDGEMENT FORM

The Employee Policy Manual describes important information about the City organization and I understand that I should consult with the Department Director or Human Resources Administrator regarding any questions not answered in the manual.

Since the information, policies and benefits described here are necessarily subject to change, I acknowledge that revisions to the manual or external policies, referenced within the manual, may occur. All such changes will be communicated through official notices and I understand that revised information may supersede, modify or eliminate existing policies. Only the City Council of the City of Milford has the authority to adopt any revisions to the policies in this manual, except as noted within the manual which designates authority to the Appointing Authority for external policy changes and updates.

Furthermore, I acknowledge that I have received a copy of the Employee Policy Manual and I understand that it is my responsibility to read and comply with the policies contained herein and any revisions which may occur.

Employee's Signature

Date

Employee's Name (Typed or Printed)

Section 2. Dates.

Introduction: March 12, 2018
Adoption (Proposed): March 26, 2018
Effective (Proposed): April 5, 2018

STATEMENT

This Personnel Manual was adopted by City Council at a regularly scheduled meeting on March 9, 1992.

City Council
City of Milford

Welcome new employee!

On behalf of your colleagues, I welcome you to the City of Milford and wish you every success here.

We believe that each employee contributes directly to the City's growth and success, and we hope you will take pride in being a member of our team.

This handbook was developed to describe some of the expectations of our employees and to outline the policies, programs and benefits available to eligible employees. Employees should familiarize themselves with the contents of the employee handbook as soon as possible, for it will answer many questions about employment with this organization.

We hope that your experience here will be challenging, enjoyable and rewarding. Again, welcome!

Sincerely,

Richard D. Carmean
City Manager
City of Milford

INTRODUCTION

This handbook is designed to acquaint you with the City organization and provide you with information about working conditions, employee benefits and some of the policies affecting your employment. You should read, understand and comply with all provisions of the handbook. It describes many of your responsibilities as an employee and outlines the programs developed by the City to benefit our employees. One of our objectives is to provide a work environment that is conducive to both personal and professional growth.

No employee handbook can anticipate every circumstance or questions about policy. As the City continues to grow, the need may arise to change policies described in the handbook. The City, therefore, reserves the right to revise, supplement or rescind any policies or portion of the handbook from time to time as it deems appropriate, in its sole and absolute discretion. Employees will, of course, be notified of such changes as they occur.

EMPLOYEE ACKNOWLEDGEMENT FORM

The employee handbook describes important information about the City organization, and I understand that I should consult the Department Director regarding any questions not answered in the handbook.

Since the information, policies and benefits described here are necessarily subject to change, I acknowledge that revisions to the handbook may occur. All such changes will be communicated through official notices, and I understand that revised information may supersede, modify or eliminate existing policies. Only the City Council of the City of Milford has the ability to adopt any revisions to the policies in this handbook.

Furthermore, I acknowledge that I have received a copy of the handbook, and I understand that it is my responsibility to read and comply with the policies contained herein and any revisions which may occur.

EMPLOYEE'S SIGNATURE

DATE

EMPLOYEE'S NAME (TYPED OR PRINTED)

ARTICLE I. THE CLASSIFICATION SYSTEM

GENERAL PRINCIPLES

The Position Classification Plan is a basic tool of personnel management and is widely used both in private and public management. These agencies have learned that an organized, systematic approach to settling rates of pay for employees is of critical importance.

The process of determining the worth of a job or position to an organization in comparison with other jobs in the organization is commonly referred to as job evaluation.

A properly managed job evaluation system will result in the following basic benefits:

- Equity. Rates of pay can be established on the basis of an equitable relationship among positions, based on difficulty and responsibility of work performed.
- Consistency. Positions of equal difficulty and responsibility can be treated alike for pay purposes throughout the jurisdiction. Equal pay for equal work under like working conditions can be achieved.
- Understandability. Managers, supervisors and employees can be advised of the basis on which pay levels are determined. A systematic approach makes it easier to explain job evaluation decisions.

It should be understood that a classification plan is an inventory of positions and not employees. A position is one cell in the organizational structure and remains so unless formally changed. Personnel, on the other hand, are highly mobile. The formal classification plan consists of classes of positions, each having a title; definition of work; typical tasks; knowledges, skills, and abilities; and education and experience in the class specification. Each individual position is assigned to one of the classes.

Regardless of where they are located in the City organization, positions are placed in the same class if their duties and responsibilities are similar enough (1) to require the same basic knowledges and skills; (2) to be called appropriately by the same descriptive title; and (3) to deserve to be assigned to the same salary level.

CLASS SPECIFICATIONS

In reviewing the recommended Class Specifications, the following points should be kept in mind.

- Most CLASSES include more than one position. Therefore, the class specification is usually not a description of the work of one person but may summarize that of several persons doing similar work.
- The TITLES proposed were selected on the following basis:
 - to be as clear and descriptive as possible
 - to use commonly understood terms
 - to be as brief as possible
 - to indicate the level of difficulty

- to conform to applicable state and federal laws
- The GENERAL DEFINITION OF WORK takes the following into consideration:
 - It is a concise statement of the level and characteristics of the work performed.
 - It contains a definitive statement of the level of supervision received and the type of supervision exercised.
 - The statement "does related work as required" is included to indicate that the definition and the balance of the class specification, is not intended to be all inclusive or totally restrictive. Reasonably related duties and responsibilities may be assigned as necessary. On the other hand, it is not intended to encourage the assignment of completely unrelated duties.
- The TYPICAL TASKS should be read with the following in mind:
 - The tasks listed are examples only
 - In most cases none of the positions will include all the tasks listed
 - Most positions will include tasks other than those listed

- The list of KNOWLEDGES, SKILLS AND ABILITIES should be considered as general and not all inclusive. Qualifications desirable in all employees, such as honesty, accuracy, loyalty and courtesy, for example, generally are not specifically mentioned.
- The EDUCATION AND EXPERIENCE standards should be considered in the following manner:
 - The standards are for future use only. They do not apply to the present incumbent.
 - They are intended as guides only. It is strongly urged that any reasonable equivalent combination of education, training and experience be considered appropriate in future hiring.
 - The standards proposed are kept at the lowest possible level so that no one who could do the work would be barred from consideration.

110 POSITION CLASSIFICATION SUMMARY

CITY OF MILFORD

POSITION GRADES and CLASSIFICATIONS

GRADE 6:	CLERK TYPIST CUSTODIAN REFUSE COLLECTOR
GRADE 8:	CONSTRUCTION WORKER I DATA ENTRY CLERK OFFICE COORDINATOR (Parks and Recreation) RECEPTIONIST DISPATCHERS
GRADE 9:	CASHIER METER READER
GRADE 10:	BILLING CLERK CONSTRUCTION WORKER II EQUIPMENT OPERATOR I GROUNDMAN METER TECHNICIAN
GRADE 12:	APPRENTICE LINEMAN ASSISTANT DIRECTOR (Parks and Recreation) CREW CHIEF (Streets and Solid Waste) PIPEFITTER WAREHOUSEMAN PERSONNEL OFFICER
GRADE 14:	BUILDING INSPECTOR/CODE OFFICER EXECUTIVE SECRETARY/CITY CLERK

**MECHANIC
STAFF ACCOUNTANT
SYSTEM COORDINATOR/PERSONNEL DIRECTOR
WATER/SEWER TECHNICIAN
ASSISTANT BILLING SUPERVISOR**

GRADE 18: LINEMAN

**GRADE 22: JOURNEY LINEMAN
PARKS AND RECREATION DIRECTOR
SUPERVISOR (Streets and Solid Waste)**

**GRADE 24: SUPERVISOR (Water and Wastewater)
SUPERVISOR (Electric)
SUPERVISOR (Billing)**

**GRADE 26: ASSISTANT CITY MANAGER
FINANCE DIRECTOR
ELECTRIC SUPERINTENDENT**

**Sworn police officers will be classified according to their
rank within the Police Department.**

120 INSTALLATION AND ADMINISTRATION

GENERAL PRINCIPLES

It is the fundamental policy of the City of Milford that a fair and uniform personnel management system be established for its employees in order to insure the most effective provision of services to the citizens of the community. It shall be the policy of the City of Milford that:

- Employment shall be based on merit and fitness, without regard to age, sex, race, religion, physical handicap or political affiliation.
- Just and equitable incentives and conditions of employment shall be established and maintained.
- City employees shall be paid in relation to the value of the work they perform and performance shall be a major factor in justifying salary adjustments and increases.

The rules and regulations contained herein shall supersede all previous personnel rules and regulations in the event that any conflict may be found to exist.

Objectives and Scope

The specific objectives of the City's Personnel Management System shall be:

- to establish and maintain a sound salary structure which will attract and retain qualified employees;

- to establish and maintain salary ranges which will assure internal equity of compensation based on the systematic evaluation of each job;
- to maintain salary structure in proper relationship with competitive pay practices in the labor market in which the City competes;
- to assure each City employee a performance and salary review at specified intervals;
- to provide effective control of salary payments on a uniform basis; and
- to furnish City management with a consistent and effective means of recognizing and rewarding improved and outstanding performance.

130 DEFINITIONS AND APPLICATIONS

- a. Administrative Decrease shall be defined as a reduction within the pay range of a class as disciplinary action from the result of unsatisfactory job performance or misconduct. An administrative decrease requires a letter of justification submitted by the respective department head to the City Manager. Anniversary dates are not affected by an administrative decrease.

- b. Administrative Increase shall be defined as an increase within the pay range of a class that is awarded to an employee displaying exceptionally outstanding meritorious service. Employees may be recommended for an administrative increase upon submission of a letter of justification by the respective department head to the City Manager. An administrative increase shall only be awarded to full-time, permanent employees.

- c. Administrative Termination. Employees who are hired by appointing authorities to fill positions that are later determined to be unavailable in the budget of the respective departments, or who are found not to meet the minimum qualifications of the position, following the actual start of work, shall have their employment administratively terminated as soon as convenient following the determination of the discrepancy.

- d. Anniversary Date. The anniversary date shall be defined as the date on which the employee becomes eligible for a merit increase. Generally, this date shall be one calendar year from the implementation date of this plan or one calendar year following the employee's initial employment, reemployment, demotion,

reclassification, last merit increase, or transfer to a position dissimilar to the position they are vacating.

- e. Completion of Temporary Employment shall be the separation from employment of a temporary employee who has worked through the last workday the temporary position is available. Employees separating prior to last workday shall be governed by the appropriate separating action.
- f. A Demotion shall be defined as a reduction in the pay range of an employee in conjunction with a change in job duties and responsibilities. When an employee is reduced to a lower pay range, their salary within the new pay range shall be determined by the City Manager. The anniversary date of eligibility for merit increases shall not be adjusted unless the work of the lower position is determined by the City Manager to be not significantly similar to the type of work from which the employee was demoted.
- g. Dismissal - A dismissal shall be defined as an involuntary separation from employment initiated by the employing authority as a result of the employee's unsatisfactory work performance or misconduct.
- h. Failure to Appear shall be defined as a failure by an employee to report to work during the first scheduled workday following appointment without previous notification to the appointing authority. Such employee shall be considered as having failed to appear and the employee's record noted accordingly.
- i. General Increase shall be defined as an increase to a higher pay range for all classes of employees simultaneously. This shall be recommended by the City Manager and approved by the City Council. General increases are not dependent

on an employee's individual performance or job class, but rather take effect as cost of living adjustments.

- j. Merit Increase shall be defined as an increase within the pay range of a class that is awarded to an employee upon the successful completion of his or her probationary period. Employees will be considered for additional merit increases after each successive twelve (12) calendar months of service. Merit increases shall be awarded based on above average job performance. Should a merit increase be delayed, the employee's anniversary date and eligibility for the next merit increase will be amended to one year from the date the merit increase finally becomes effective.
- k. Original Employment shall be defined as the status of an employee's initial period of continuous employment with the City. An individual beginning employment with the City for the first time shall usually be placed at the minimum of the pay range established for the class in which employed. Occasionally, however, based on a new employee's prior experience and proficiency in the same or related capacity, placement may be made above or below the minimum rate for the class based on a decision of the City Manager within current budget restraints.
- l. Promotion shall be defined as an advancement to a higher
pay range granted to an employee in conjunction with increased job duties and responsibilities. When employees are promoted, their salary shall be increased to the minimum for that class or to an appropriate step in the new range which will provide at least a five percent (5%) increase. The effective date of all promotions will be the first day of the period. Employees who are promoted on

their anniversary date and are eligible for a merit increase may receive a larger increase over their former salary level.

- m. Reclassification shall be defined as a reassignment of the appropriate job title and pay range to an employee whose classification does not accurately reflect the actual duties performed. When such position cannot accurately be described or compensated by assignment to an existing class, the City Manager shall establish a new class with appropriate range and title. Reclassification differs from promotion in that the actual duties of the employee have not changed. A reclassification is reassignment of the employee's regular and continuing duties to a more descriptive and commensurate class. Reclassification does not adjust the employee's anniversary date.
- n. Re-employment shall be defined as the status if the returning employee's employment period following a separation from City employment of more than thirty (30) consecutive calendar days from the date of the separation. A new anniversary date shall be effective one year from the first day of the pay period following his return to service. Such anniversary date will be the basis for computation of all merit increases and other salary adjustments. A returning employee who is re-employed will usually be placed at the minimum step of the position's approved pay range. Occasionally, however, based on the returning employee's prior proficiency and experience in the same or related capacity, an acceleration above the minimum of the assigned range may be made upon recommendation by the department head and approval of the City Manager. All time earned in previous employment shall not be counted towards the

probationary period, annual leave, service awards, or other longevity based on employment conditions or benefits. Rather, only that time earned following actual reemployment shall be counted.

- o. Reinstatement shall be defined as the status of the returning employee's employment period following a return to duty in the same class within thirty (30) consecutive calendar days from the date of separation. An individual returning to the employ of the City within thirty (30) calendar days of separation, shall return to duty in the same position and class subsequent to the approval of the department head and the City Manger. The appropriate pay within the approved range of the class for all reinstated employees shall be determined by the City Manager. Anniversary dates for all reinstated employees will remain unchanged, excepted when a reinstated employee has missed one full pay period or more from their position prior to reinstatement, in which case the anniversary date will be amended to reflect the days missed to the nearest full pay period. All time earned previous to reinstatement shall be counted towards the probationary period, annual leave, etc. However, actual time missed prior to reinstatement shall be discounted from actual annual leave accrual to the nearest pay period.
- p. Resignations shall be defined as a voluntary separation from employment through written notification to the employing authority initiated by the employee. Written notification shall indicate the actual date and hour the resignation is to become effective and be signed by the employee.

- q. Retirement shall be defined as the separation of a full-time employee who reaches a maximum age for employment. Retirement from full-time service with the City is mandatory age 70 for all employees.
- r. Suspension - A suspension shall be defined as the temporary prohibition of an employee from the performance of his/her duties. The suspension period shall be without pay.
- s. Transfer between Departments shall be defined as the transfer of an employee from one department to another. If a transfer between departments involves a promotion or demotion, the rules of the appropriate action shall apply. When employees transfer between departments to the same class of position no change of status or anniversary date occurs.
- t. Verbal Reprimand - A verbal reprimand shall be defined as a discussion between the supervisor and the employee wherein the employee is advised and cautioned with reference to unsatisfactory work performance or misconduct.
- u. Withholding of Merit Increase - The withholding of a merit increase shall be defined as the withholding of customary increase within the pay range of a class which would normally have been awarded upon the employee's completion of twelve (12) calendar months of successful job performance.
- v. Written Reprimand - A written reprimand shall be defined as a written documentation to the employee from the supervisor wherein the employee is advised and cautioned with reference to his or her unsatisfactory work performance or misconduct.

140 APPOINTMENT AND REMOVAL

The City Manager shall appoint and remove all officers and employees of the City, except otherwise provided by law. Neither the City Council nor any of its members shall direct the appointment of any persons to or his removal from any office or employment by the City Manager or by his subordinates.

150 INDEPENDENT DEPARTMENTS

If independent departments exist, the title of the appropriate department executive shall be inserted in the place of "City Manager" for purposes of the personnel system administration as it relates to that specific department.

160 POWERS AND DUTIES

1) Authority The City Council and the City Manager are empowered under the Code of the State of Delaware and the City Charter to establish departments, to employ personnel and to set salaries. These regulations are intended to cover all facets of the City's Personnel Management System in accordance with that grant of authority. The City Manager is the City's Chief Personnel Officer. The duties of this position may be delegated.

2) Exempt Service All officers of the City shall be divided into the classification and the exempt service.

The exempt service shall include the following:

- a. all elected officials;
- b. members of boards and commissions;
- c. volunteer personnel and personnel appointed to serve without pay;
- d. consultants and counsel rendering professional service;
- e. positions involving seasonal or temporary employment;
- f. student interns and work-study employees; and,
- g. such other positions as may be designated by the City Council

3) The Classified Service The classified service shall include all employees who work under all those rules, regulations, policies and procedures as approved by the City Council and administered by the City Manager. All current and future employees not excluded by paragraph 1.2 above shall be in the classified service and shall be subject to the provisions of these regulations unless herein otherwise provided.

4) Purposes

Personnel regulations are developed and adopted to provide for the recruitment and development of the best available employee for each position in the classified service at all times. The regulations provide for establishing orderly procedures for administering the Personnel Management System in such a way as to insure:

- a. that employment in the classified service shall be made attractive as a career;
- b. that all appointments and promotions in the classified service shall be made on the basis of merit and fitness, which insofar as practicable, shall be determined by means of job-related, fair and competitive standards.
- c. that the position classification and compensation plan will conform with the principle of equal pay for equal work under like working conditions; and,
- d. that each employee in the classified service shall be encouraged to render his best service at all times.

5) Interpretation

These regulations are intended to cover most personnel problems and actions for which the City Manager is responsible. Those not specifically covered shall be interpreted by the City Manager or his designee in keeping with the intent of these regulations.

6) Appeals and Grievances

Any employee or applicant may appeal in writing to the City Manager concerning any official action of any department head relating to these regulations or the City's Classification and

Compensation Plan. After providing a reasonable opportunity for all interested parties to be heard, the City Manager shall render a decision, which shall be final. It should be noted that conditions of employment and law and policy established by the City Council are not grievable under the City's grievance procedure. Likewise, wages, salaries and fringe benefits are not grievable.

7) Enforcement and Administration

The responsibility and authority for the enforcement and administration of the rules and regulations set forth herein are the responsibility of the City Manager or his designee.

- a. It shall be the duty of each department head to submit to the City Manager new position descriptions for all affected positions each time a department or division under his jurisdiction is permanently or substantially reorganized.
- b. The City Manager may require departments or employees to submit position descriptions on a periodic basis, or at any time he had reason to believe that there has been a change in the duties and responsibilities of one or more positions.
- c. Each time a new class is established, a class specification shall be written and incorporated into the existing plan. The class title shall be added to the Schematic List of Classes. Likewise an abolished class shall be deleted from the classification plan by removing the class title from Schematic list of Classes.
- d. Periodically, after the adoption of these regulations, the City Manager may conduct a general review of the classification plan.

4) Interpretation of Class Specification

The class specifications are descriptive and not restrictive. The use of a particular description as to duties, qualifications or other factors shall not be held to exclude others of similar kind or quality. Descriptions are intended to indicate the kinds of positions which shall be allocated to the classes established.

5) Official Copy of the Position Classification Plan

The City Manager shall maintain an official copy of the Position Classification Plan. The official copy shall include a schematic list of class titles

and class specifications plus all amendments thereto. A copy of the official plan shall be available for inspection by the public under reasonable conditions during business hours.

6) Amendments to the Position Classification Plan

The City Manager may from time to time establish or abolish classes of positions as required subject to the provisions of the adopted annual budget. Such changes shall take the form of amendments as specified herein.

7) Position Classification Plan in Force

- a. The Position Classification Plan shall be considered a part of this section and have the same force and effect as these personnel regulations.
- b. The Position Classification Plan may be amended by a majority vote of the City Council based on a recommendation by the City Manager.

180 **COMPENSATION PLAN**

1) Establishment of Compensation Plan

There is hereby established a formal pay plan to be approved by the City Council upon recommendation of the City Manager. The official pay plan for the City service shall consist of a schedule showing established annual pay ranges and the title of classes of all positions in the classified service. The City Council shall determine the salary plan in the form of a salary resolution and amend the plan by resolution periodically. The ordinary procedure for securing needed amendments to the official salary plan shall involve investigation and recommendation by the City Manager on the appropriate action to be taken by the City Council.

2) Pay Rates to be in Accordance with Pay Plan

The rates of pay of City employees shall be in accordance with the scheduled salary ranges as adopted and amended by appropriate action of the City Council. The schedule shall be effective in all cases except as otherwise provided for in this section.

3) New Appointees

Generally, a new employee shall be paid the minimum rate of pay for his or her class. Exceptions may be made by the City Manager in the following cases:

- a. The minimum rate for each class is based upon the assumption that a new employee meets the minimum qualifications stated in the class

specifications. If it is decided to appoint a new employee of lesser qualifications, he or she should be appointed as a trainee at one or possibly two steps below the minimum rate for the class. A new employee in a probationary status shall be paid at 95% of the starting rate for that position and advanced to the starting rate at the end of the probationary period.

- b. If a new employee more than meets the minimum qualifications and will not accept appointment at the minimum rate of the class, the City Manager may appoint the employee at the second step or in unusual cases at a higher step. Such cases should be thoroughly analyzed and measured against objective standards. In no case will a new employee be hired at a rate higher than the rate of the employee he or she is replacing without consultation with the City Council.

ARTICLE II. EMPLOYMENT

205 NATURE OF EMPLOYMENT

This handbook is intended to provide employees with a general understanding of our personnel policies. Employees are encouraged to familiarize themselves with the contents of this handbook, for it will answer many common questions concerning employment with the City.

However, this handbook cannot anticipate every situation or answer every question about employment. It is not an employment contract and is not intended to create contractual obligations of any kind.

In order to retain necessary flexibility in the administration of policies and procedures, the City reserves the right to change, revise or eliminate any of the policies and/or benefits described in this handbook. The only recognized deviations from the stated policies are those duly authorized by the City Council of the City of Milford and signed by the City Manager.

210 EMPLOYEE RELATIONS

The City believes that the work conditions, wages and benefits it offers to its employees are competitive with those offered by other employers in this area and in this industry. If employees have concerns about work conditions or compensation, they are encouraged to voice these concerns openly and directly to their immediate supervisor.

Our experience has shown that when employees deal openly and directly with supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive. We believe that the City amply demonstrates its commitment to employees by responding effectively to employee concerns.

215 AFFIRMATIVE ACTION PROGRAM AND EQUAL EMPLOYMENT OPPORTUNITY POLICY

Purpose

The purpose of this program is to outline the steps implementing the City of Milford's Policy of Non-Discrimination and Equal Opportunity. This Affirmative Action Program extends to recruiting and hiring and related terms, conditions and privileges of employment. Any violation of the letter or spirit of this program by any employee of the City of Milford shall result in appropriate disciplinary action including discharge, if warranted.

Policy

It is the policy of the City of Milford to provide equal opportunity to all qualified individuals in its recruitment, hiring and promotion practices, and to assure there shall be no discrimination against any person on the grounds of race, color, religion, sex, handicap, political affiliation or national origin.

Communications of Non-Discrimination and Equal Opportunity Policy and Affirmative Action Program

- A. Internal This policy and program shall be thoroughly disseminated and discussed at new employee orientation and management training programs. This program and efforts towards achieving City objectives in this area shall be published in memoranda to employees. The intent of this policy and program and the individual responsibility for effective implementation of same shall be explained to Staff Management and

Supervisory Personnel. Equal Employee Opportunity Posters shall be prominently displayed in places readily accessible to both employees and to applicants. The City's policies on equal opportunity and our firm intention to comply fully with all applicable laws shall be communicated in writing to all departments. The City Manager's letter on this matter shall be posted on all bulletin boards. All employment advertising shall display the tag lines: "An Equal Opportunity Employer", or its equivalent (minority, female and handicapped persons).

- B. External All sources of applicants for employment shall be notified in writing of the City's policy of Non-Discrimination and Equal Opportunity and Affirmative Action Program. These sources shall be requested to actively recruit and refer minority, female and handicapped applicants for positions listed. The City of Milford shall notify minority, female and handicapped organizations, community agencies, community leaders, secondary schools and colleges of the City's policies of Non-Discrimination and Equal Opportunity and the Affirmative Action Program.

Responsibilities for Implementation

- A. The City Manager
- 1) The City Manager of the City of Milford shall be responsible for the institution of this plan by the City. The Department Head of each Department of the City shall be responsible for the implementation of the

Affirmative Action program for their department and shall be accountable for the achievement of the City's objective.

- 2) The City Manager shall be responsible for auditing and continual review of the City's hiring practices and progress in Affirmative Action Programs. The City Manager shall be notified of and consulted regarding all facility surveys by EEO compliance inspectors, of any complaints initiated against the City and of any requests from private organizations wishing to discuss our employment practices.

Identification of Problem Areas

A continuing analysis will be made of the composition of the work force, the applicants for employment and the results of employment activities. The selection process including position descriptions, application forms, interview and test procedures if applicable, test validity referral procedures, final selection process, as well as transfer and promotion practices shall be constantly monitored to assure equal opportunity to minority groups, female and the handicapped.

Recruitment

The City of Milford is making and will continue to make special efforts to convince minority groups, female and handicapped in the community that the City offers equal opportunity and a congenial employment environment. In this connection, effective communications will be maintained with the local Office of Equal Opportunity and the State Employment Office to encourage minority group members to seek employment with the City of Milford.

Moreover, to broaden the recruitment base with respect to placing minority, female and handicapped employees in the professional categories, the City of Milford communicates its needs to public and private employment offices emphasizing opportunity that are available. The City has maintained and will continue to maintain a relationship with all organizations which have as an objective the improvement of the employment opportunities for minority, female and handicapped persons. In all employment advertising the City of Milford will identify itself as an Equal Opportunity Employer, abiding by all the provisions of Title VII, Civil Rights Act.

Any person applying for employment with the City of Milford shall be given the opportunity to file a written application for employment whether or not there are any positions available at that specific time. Employment applications will be maintained in an active file for a period of not less than six (6) months. At least six (6) months after the date of application it will be retired to a non-active file where it will be retained for a period of not less than twelve months from the date of application.

If an applicant who has previously completed an application returns to the employment office at any time after his or her application has been retired to the non-active file, the applicant must complete a new employment application which will be maintained in the active files for six (6) months from its date as provided above.

Applicants are told upon inquiry that their application will be kept under active consideration for six (6) months after the date of application.

A. A system of quotas shall not be employed in the recruitment and selection of employees.

- B. Qualifications and standards shall not be compromised. However, requirements shall be reasonable rather than excessive so as not to unwittingly discourage or eliminate minority, female or handicapped individuals whose backgrounds may be minimal in these areas.
- C. Minority, female and handicapped applicants for exempt and for office positions as well as for hourly shall be energetically recruited in keeping with all the provisions and intent of this policy.
- D. Employment practices shall be applied consistently for all applicants and shall be put in writing in sufficient detail to facilitate administration by all employees assigned to work in that area.

Practices to be followed shall include but not be limited to the following considerations:

1. Establish scheduled hours for employment activity and adhere to them.
2. If written applications are being taken, then all comers must be permitted to file.
3. If qualified applicant(s) are being referred to department supervisors, then all those persons with comparable qualifications shall be referred.
4. The rejected applicant(s) who are interviewed for a position with the City shall be told why they were rejected.
5. The City of Milford will not use any testing procedures to screen applicants other than validated typing and shorthand speed tests and other recognized, validated tests as established.

6. Applications of validated aptitude-tested referrals from State Employment Services, if not hired, shall also be retained in files with reasons why not hired for a minimum of twelve (12) months. (As in the case of private employment agencies, the responsibility rests with the City for weighing the effectiveness of State Employment Services in referring applicants in keeping with the requirements of all applicable State and Federal laws against discrimination).
7. All applications accepted shall be retained for twelve (12) months with documentation of the basis for hiring or not hiring.

Advancement

Minority, female or handicapped employees who have previous experience or who have demonstrated abilities and comparable qualifications to others shall be considered for promotional opportunities, particularly where training or educational refund is to be afforded. They shall be encouraged to undertake training opportunities. The City has no formal training programs other than "on the job" training.

Involvement in Community Activities

Personal Involvement - Both the elected and full-time City Officials are encouraged to donate their free time to minority organizations in giving talks, greetings or attending affairs sponsored by such groups.

220 PRE-EMPLOYMENT PHYSICAL EXAMINATIONS

After a job offer is extended and before beginning work, each Full-Time and Part-Time employee must undergo a pre-employment physical examination performed at the City's expense by a physician of the City's choice.

Offers of employment and assignment to job duties are contingent upon satisfactory completion of the physical examination.

Temporary and Seasonal employees are not required to undergo a pre-employment physical.

225 IMMIGRATION LAW COMPLIANCE

The City of Milford is committed to employing only United States citizens and aliens who are authorized to work in the United States and complies with the Immigration Reform and Control Act of 1986.

As a condition of employment, each new employee must properly complete, sign and date the first section of the Immigration and Naturalization Service Form I-9. Before commencing work, newly rehired employees must also complete the form if they have not previously filed an I-9 with this organization, if their previous I-9 is more than three years old, or if their previous I-9 is no longer valid.

230 CONFLICTS OF INTEREST

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which the City wishes to conduct business. The purpose of these guidelines is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of the City's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if an employee has any influence on transactions involving purchases, contracts or leases, it is imperative that he or she disclose to the City Manager of the City of Milford as soon as possible the existence of any actual or potential conflict of interest so that safeguards may be established to protect all parties.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which the City does business, but also when an employee or relative receives any kickback, bribe, substantial gift or special consideration as a result of any transaction or business dealings involving the City of Milford.

The materials, products, designs, plans, ideas and data of the City are the property of the City of Milford and should never be given to an outside firm or individual except through normal channels and with appropriate authorization. Any improper transfer of material or disclosure of information, even though it is not apparent that an employee has personally gained by such action, constitutes unacceptable conduct. Any employee who participates in such a practice will be subject to disciplinary action, up to and including possible discharge.

235 OUTSIDE EMPLOYMENT

An employee may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with the City of Milford. Employees should consider the impact that outside employment may have on their health and physical endurance. All employees will be judged by the same performance standards and will be subject to the City's scheduling demands, regardless of any existing outside work requirements.

If the City Manager determines that an employee's outside work interferes with performance or the ability to meet the requirements of the City of Milford, as they are modified from time to time, the employee may be asked to terminate the outside employment if he or she wishes to remain with the City of Milford.

Outside employment will present a conflict of interest if it has an actual or potential adverse impact on the City organization.

240 NON-DISCLOSURE

The protection of confidential business information and trade secrets is vital to the interests and the success of the City of Milford. Such confidential information includes but is not limited to the following examples:

Compensation data

Financial information

Pending projects and proposals

Employees who are exposed to confidential information may be required to sign a non-disclosure agreement as a condition of employment. Any employee who discloses trade secrets or confidential business information will be subject to disciplinary action (including possible discharge), even if he or she does not actually benefit from the disclosed information.

ARTICLE III. EMPLOYMENT STATUS AND RECORDS

310 EMPLOYMENT CATEGORIES

It is the intent of the City to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility.

Each employee is designated as either NONEXEMPT or EXEMPT from federal and state wage and hour laws. NONEXEMPT employees are entitled to overtime pay under the specific provisions of federal and state laws. EXEMPT employees are excluded from specific provisions of federal and state wage and hour laws.

In addition to the above categories, each employee will belong to one of the following employment categories:

REGULAR FULL-TIME employees are those who are not in a temporary or probationary status and who are regularly scheduled to work the City's full-time schedule. Generally, they are eligible for the City's full benefit package, subject to the terms, conditions, and limitations of each benefit program.

PART-TIME employees are those who are not assigned to a temporary or probationary status and who are scheduled to work less than 32 hours per week. While they do receive all legally-mandated benefits (such as worker's compensation and Social Security), they are ineligible for all of the City's other benefit programs.

PROBATIONARY employees are those whose performance is being evaluated to determine whether further employment in a specific position or with the organization is

appropriate. Employees who satisfactorily complete the probationary period will be notified in writing of their new employment classification.

TEMPORARY employees are those who are hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific program or project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified in writing of a change. Temporary employees receive all legally-mandated benefits (such as workers' compensation insurance and Social Security) and may elect to participate in any of the City's other benefit programs. Temporary employees may also choose to keep their existing medical policy paid by the City in an amount not to exceed the City's current cost whether for family or individual coverage.

SEASONAL employees are those who are hired as extra staff to help out during the peak business season or to assist in the completion of a specific program or project. While they receive all legally-mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for all of the City's other benefit programs.

320 ACCESS TO PERSONNEL FILES

Personnel files are the property of the City of Milford, and access to the information they contain is restricted. Generally, only administrative officials and representatives of the employer who have a legitimate reason to review information in a file are allowed to do so. With reasonable advance notice, an employee may review material in his or her file but only in City Hall and in the presence of the individual appointed by the City to maintain the file.

330 EMPLOYMENT REFERENCE CHECKS

To ensure that individuals who join the City organization are well-qualified and have a strong potential to be productive and successful, it is the policy of the City to check the employment reference of all applicants.

We will respond to all reference check inquiries from other employers. Responses to such inquiries will confirm only dates of employment, wage rates and position(s) held.

340 PERSONNEL DATA CHANGES

It is the responsibility of each employee to promptly notify the City of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments and other such status reports should be accurate and current at all times.

350 PROBATIONARY PERIOD

1) Objective

The probationary period shall be regarded as an integral part of the examination process and shall be utilized for closely observing the employee's work for securing the most effective adjustment of a new employee to his position and for rejecting any employee whose performance is not satisfactory.

2) Duration

The probation period for most employees shall be six (6) calendar months of employment following an original employment or reemployment with the City. The probationary period for uniformed members of the Police Department shall be 12 months.

3) Promotional Appointments

The probationary period may be used in connection with promotional appointments in the same manner as it is used for original entrance appointments. If a person is removed during his or her probationary period following a promotion, he or she shall be entitled to reemployment rights in his former class.

4) Probationary Evaluation

Before the end of the probationary period, the department head shall indicate in writing to the City Manager:

- a. that he has discussed with the employee the employee's accomplishments, failures, strengths and weaknesses;
- b. whether the employee is performing satisfactory work;

- c. whether the employee should be retained in the position;
- d. whether the employee, if a new appointee, should be dismissed; or
- e. whether the employee, if on probation following a promotion, should be reinstated in his or her former class.

5) Salary Increase

Salary for probationary employee shall be 95% of the stated rate for that position and shall be increased to the stated rate at the successful completion of the probationary period.

360 EMPLOYMENT APPLICATIONS

The City relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications or material omissions in any of this information or data may result in the City of Milford's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

370 PERFORMANCE EVALUATION

1) Objective

The purpose of the employee evaluation shall be primarily to inform employees about how well they are performing their work and how they can improve their work performance. The performance evaluation may also be used in determining salary increments; as a factor in determining order of lay-off; as a basis for training, promotion, demotion, transfer or dismissal; and for such other purposes as set forth in these regulations.

2) Period of Evaluation

From the date of original appointment or promotion, all employees except temporary workers shall be evaluated at the end of the twelfth month of service and annually thereafter. An employee shall not be eligible for a pay raise until the performance evaluation form has been completely processed. An evaluation shall be done for employees in the maximum step of their salary range even though they may not be eligible for an additional increase. Employees shall also be evaluated at the time of separation.

3) Evaluation

Evaluations shall be prepared by the immediate supervisor of each employee and reviewed by the appropriate department head. An employee in a supervisory position who is leaving a position shall be required to submit performance evaluation forms on all the employees under his supervision who have not been evaluated within the previous six-month period.

4) Review with Employee

Each employee shall have the opportunity to review every evaluation made of him or her. Upon a review of the evaluation, the employee shall sign the evaluation form to indicate that it has been reviewed with him or her.

5) Appeal of Employee Evaluation

Any City employee who feels that his or her performance evaluation is not correct shall have the right to appeal the evaluation through higher levels of authority until the appeal reaches the department head, who will make a final attempt to resolve any disagreement prior to referring it to the City Manager, who shall have final administrative authority.

ARTICLE IV. EMPLOYEE BENEFIT PROGRAMS

410 EMPLOYEE BENEFITS

Eligible employees in the City organization are provided a wide range of benefits. A number of the programs (such as Social Security, workers' compensation, state disability and unemployment insurance) cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification, and your supervisor can identify the programs for which you are eligible. Details of many of these programs can be found elsewhere in the employee handbook.

The following benefit programs are available to eligible City employees:

- Auto Mileage
- Benefit Conversion at Termination
- Bereavement Leave
- Credit Union
- Educational Financial Assistance
- Employee Health Program
- Family leave
- Holidays
- Jury Duty Leave
- Life Insurance
- Long-term Disability
- Meal Allowances
- Medical Insurance
- Membership Dues
- Military Leave
- Parking
- Pay Advances
- 401(k) Pension Plan
- 457(b) Deferred Compensation Plan
- Severance Pay
- Sick Leave Benefits (Short-Term Disability)
- Travel Allowances

Uniform and Uniform Maintenance
Vacation Benefits
Voting Time Off
Witness Duty Leave

Some benefit programs require contributions from employees, but most are fully paid by the City. The benefit package for regular full-time employees represents an additional cost to the city of approximately 35 percent of wages.

415 VACATION BENEFITS

The following employee classification are eligible for vacation benefits according to the guidelines set forth in this policy:

Regular full-time employees

Employees will be entitled to take vacation time off in the year following its accrual. A benefit year is the twelve-month period following assignment to an eligible employment classification. This benefit year will be adjusted to reflect the length of any unpaid leave of absence.

Vacation pay will be calculated based on the employee's straight-time pay rate (in effect when vacation benefits are used) times the number of hours the employee would otherwise have worked on the day(s) of absence. Vacation pay does not include shift differentials, incentive pay, bonuses, or other special forms of compensation. Vacation benefits for salaried employees will be based on their normal wages.

Employees who have satisfied all eligibility requirements may submit vacation requests to their supervisors. Requests will be evaluated based upon various factors, including anticipated operating requirements and staffing considerations during the proposed period of absence.

Employees are strongly encouraged to take earned vacation during the benefit year following its accrual. In the event that an employee has not used all vacation benefits by the end of the benefit year, he or she will be allowed to carry over the balance and continue to accrue vacation benefits up to a maximum accumulation of thirty (30)

days. At that time, accrual will be suspended until the vacation time balance has been reduced.

Upon termination of employment, employees will be paid for vacation benefits that have accrued through the last day of work. For the purposes of this calculation, any partial month of service will be treated as a full month of service.

Employees earn vacation benefits over the course of a benefit year, the twelve-month period following the anniversary of assignment to an eligible employment classification. (This benefit year will be adjusted to reflect the length of any unpaid leave of absence.)

Vacation benefits are accrued in one year but are not available until the next year. The Eligibility Table below defines when vacation benefits become available to employees. The Rate of Accrual Table defines how much vacation is accrued per month by employees.

Vacation benefits will be awarded to eligible employees according to the following schedules:

VACATION BENEFITS ELIGIBILITY TABLE

<u>LENGTH OF ACCRUAL</u>	<u>VACATION SERVICE</u>	<u>RATE OF AVAILABLE PER YEAR</u>
0 months	through	0 days per month
12 months	after	0.833 of a day per month
after	12 months	10 days per month
after	48 months	1.250 of a day per month
after	180 months	20 days per month

420 HOLIDAYS

The City will grant holiday time off to all employees on all legal holidays officially adopted by the State of Delaware.

According to applicable restrictions, the City will grant paid holiday time off to all eligible nonexempt employees immediately upon assignment to an eligible employment classification. Holiday pay will be calculated based on the employee's straight-time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day. Eligible employee classification(s):

Regular full-time employees

To be eligible for holiday pay, nonexempt employees must work the last scheduled day immediately preceding the holiday and the first scheduled day immediately following it.

If a recognized holiday falls during an eligible employee's paid absence (e.g., vacation, sick leave, etc.), holiday pay will be provided instead of the time off benefit that would otherwise have applied.

If an eligible employee works on a recognized holiday, he or she will receive holiday pay plus wages at one and one-half times his or her straight-time rate for the hours worked on the holiday or equivalent compensatory time.

Paid time off for holidays will not be counted as hours worked for the purpose of determining overtime.

430 WORKERS' COMPENSATION INSURANCE

The City provides a comprehensive workers' compensation insurance program at no cost to employees. This program covers any injury or illness sustained in the course of employment that requires medical, surgical or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits after a short waiting period or, if the employee is hospitalized, immediately.

Any employee who sustains a work-related injury or illness should inform his or her supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

Neither the City nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social or athletic activity sponsored by the City or otherwise.

440 SICK LEAVE BENEFITS

The City provides paid sick leave benefits to all eligible employees for period of temporary absence due to illnesses or injuries. Eligible employee classification(s):

Regular full-time employees
Probationary employees

Eligible employees will accrue sick leave benefits at the rate of 12 days per year (1 day per month).

An eligible employee may use sick leave benefits for an absence due to illness or injury sustained by either that employee or a family member who resides in the employee's household.

Employees who are unable to report to work due to an illness or injury should notify their supervisor before the scheduled start of their shift if possible. The supervisor should also be contacted each additional day of absence. If an employee is absent for three or more consecutive days due to illness or injury, a physician's statement must be provided verifying the nature of the disability and its beginning and expected ending dates. Such verification may be requested for other sick leave absences as well and may be the basis for payment authorization of sick leave benefits.

Sick leave benefits will be calculated based on the employee's base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions, bonuses, or shift differentials. As an additional condition of eligibility for sick leave benefits, an employee must apply for any other available compensation and benefits, such as state disability insurance. Sick leave benefits will be

used to supplement any state disability insurance or workers' compensation benefits that an employee is eligible to receive. The combination of any such disability payments and sick leave benefits cannot exceed the employee's normal earnings.

Unused sick leave benefits will be allowed to accumulate until the employee has accrued a total of 130 calendar days worth of sick leave benefits. Further accrual of sick leave benefits will be suspended until the employee has reduced the balance below this limit. Because sick leave benefits are intended to provide income protection in the event of an actual illness or injury, unused sick leave benefits cannot be used for any other paid or unpaid absence.

At the time of termination, accumulated sick leave will be compensated at the rate of 15 percent of the number of days accumulated.

450 TIME OFF TO VOTE

The City strongly encourages employees to fulfill their civic responsibilities by voting. If an employee is unable to vote in a statewide election during his or her nonworking hours, the City will grant up to one hour of paid time off to vote. Employees should request time off to vote from their supervisor at least two working days prior to election day so that the necessary time off can be scheduled at the beginning or end of the work shift, whichever provides the least disruption to the normal work schedule.

460 BEREAVEMENT LEAVE

If an employee wishes to take time off due to the death of an immediate family member, the employee should notify his or her supervisor immediately.

Up to three days of paid bereavement leave will be provided to eligible employees in the following classification(s):

Regular full-time employees
Probationary employees

Bereavement pay is calculated based on the base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions, bonuses or shift differentials.

Approval of bereavement leave will occur in the absence of unusual operating requirements. Any employee may, with the supervisor's approval, use any available paid leave for additional time off as necessary.

The City defines "immediate family" as the employee's spouse, parent, child, sibling, the employee's spouse's parent, child, or sibling; the employee's child's spouse; grandparents or grandchildren. Special consideration will also be given to any other person whose association with the employee was similar to any of the above relationships.

470 JURY DUTY

The City encourages employees to fulfill their civic responsibilities by serving jury duty when required. Employees in an eligible classification may request up to two weeks of paid jury duty leave over any one year period. Jury duty pay will be calculated on the employee's base pay rate times the number of hours the employee would otherwise have worked on the day of absence. Employee classifications that qualify for paid jury duty leave:

Regular full-time employees
Probationary employees

If any employee is required to serve jury duty beyond the period of paid jury duty leave, he or she may use any available paid time off (for example, vacation benefits) or may request an unpaid jury duty leave of absence.

Employees must show the jury duty summons to their supervisor as soon as possible so that the supervisor may make arrangements to accommodate the employee's absence. Of course, the employee is expected to report for work whenever the court schedule permits.

Either the City or the employee may request an excuse from jury duty if, in the City's judgment, the employee's absence would create serious operational difficulties.

Insurance benefits will remain in effect and unchanged for the full term of the jury duty absence.

Accrual for benefits calculations, such as vacation, sick leave or holiday benefits, will not be affected during unpaid jury duty leave.

480 WITNESS DUTY

The City encourages employees to appear in court for witness duty whenever subpoenaed to do so.

Employees will be granted unpaid time off for absence due to witness duty. Employees are free to use any available paid leave benefit (e.g., vacation leave) to receive compensation for the period of this absence.

The subpoena should be shown to the employee's supervisor immediately after it is received so that operating requirements can be adjusted, where necessary, to accommodate the employee's absence. The employee is expected to report for work whenever the court schedule permits.

If the employee has been subpoenaed as a witness of the City as a result of a job-related event, he or she will receive paid time off for the entire period of witness duty.

ARTICLE V. TIMEKEEPING/PAYROLL

510 TIMEKEEPING

Accurately recording time worked is the responsibility of every nonexempt employee. Federal and state laws require the City to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

All nonexempt employees should accurately record the time they begin and end their work, as well as the beginning and ending time of each meal period. They should also record the beginning and ending time of any split shift or departure from work for personal reasons. Overtime work must always be approved before it is performed.

Tampering, altering or falsifying time records, or recording time on another employee's time record may result in disciplinary action, including discharge.

Nonexempt employees should report to work no more than 15 minutes prior to their scheduled starting time nor stay more than 15 minutes after their scheduled stop time without express, prior authorization from their supervisor.

If corrections or modifications are made to the time record, both the employee and the supervisor must verify the accuracy of the changes by initialing the time record.

520 PAYDAYS

All employees are paid bi-weekly every other Friday. Each paycheck will include earnings for all work performed through the end of the previous payroll period.

In the event that a regularly scheduled payday falls on a day off (e.g., a weekend or holiday), employees will receive pay on the last day of work before the regularly scheduled payday.

530 EMPLOYMENT TERMINATION

Terminations are an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

RESIGNATION - employment termination initiated by an employee who chooses to leave the City organization voluntarily.

DISCHARGE - employment termination initiated by the city organization.

LAYOFF - involuntary employment termination initiated by the City organization for nondisciplinary reasons.

MEDICAL TERMINATION - employment termination initiated by the employee or by the City organization when an employee is unable, for health reasons, to continue to work.

RETIREMENT - voluntary retirement from active employment status initiated by the employee.

Employees will receive their final pay in accordance with applicable state law.

Employee benefits will be affected by employment termination. All accrued, vested benefits that are due and payable at termination will be paid. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions and limitations of such continuance.

540 SEVERANCE PAY

The City does not grant severance pay to employees whose employment is terminated. However, the City reserves the right to make exceptions to this policy in its sole and absolute discretion.

550 PAY ADVANCES

In the event of a personal emergency, an employee may submit a written request for a pay advance to the supervisor and manager, indicating the nature of the emergency involved. The supervisor and manager will evaluate the request and determine whether a pay advance can be granted.

If a regular payday falls during an employee's vacation, the employee may receive his or her earned wages before departing for vacation if a written request is submitted at least one week prior to departing for vacation.

560 ADMINISTRATIVE PAY CORRECTIONS

The City takes all reasonable steps to assure that employees receive the correct amount of pay in each paycheck and that employees are paid promptly on the scheduled payday.

In the unlikely event that there is an error in the amount of pay, the employee should promptly bring the discrepancy to the attention of the City so that corrections can be made as quickly as possible.

Once underpayments are identified, they will be corrected in the next regular paycheck.

Overpayments will also be corrected in the next regular paycheck unless this presents a burden to the to the employee (where there is a substantial amount owed). In that case, the City will attempt to arrange a schedule or repayments with the employee to minimize the inconvenience to all involved.

570 PAY DEDUCTIONS AND SETOFFS

The law requires that the City make certain deductions from every employee's compensation. Among these are applicable federal, state and local income taxes. The City also must deduct Social Security taxes on each employee's earnings up to a specified limit that is called the Social Security "wage base." The employer matches the amount of Social Security taxes paid by each employee.

The City also offers programs and benefits beyond those required by law. Eligible employees may voluntarily authorize deductions from their pay checks to cover the costs of participation in these programs.

Pay setoffs or wage attachments are pay deductions taken by the City, usually to help pay off a debt or obligation to the City or others.

If you have questions concerning why deductions were made from your pay check or how they were calculated, your supervisor can assist in having your questions answered.

ARTICLE VI. WORK CONDITIONS AND HOURS

610 SAFETY

Establishment and maintenance of a safe work environment is the shared responsibility of the City and employees from all levels of the organization. The City will attempt to do everything within its control to assure a safe environment and compliance with federal, state and local safety regulations. Employees are expected to obey safety rules and to exercise caution in all their work activities. They are asked to immediately report any unsafe conditions to their supervisor. Not only supervisors, but employees at all levels of the organization are expected to correct unsafe conditions as promptly as possible

All accidents that result in injury must be reported to the appropriate supervisor, regardless of how insignificant the injury may appear. Such reports are necessary to comply with laws and initiate insurance and workers' compensation procedures.

620 WORK SCHEDULES

The normal work schedule for all ADMINISTRATIVE employees is eight (8.0) hours a day, five days a week.

The normal work schedule for all PUBLIC WORKS employees is eight (8.0) hours a day, five days a week.

The normal work schedule for all POLICE employees is eight (8.0) hours a day, five days a week.

Supervisors will advise all employees of the times their schedules will normally begin and end.

Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week.

630 USE OF PHONE AND MAIL SYSTEMS

Personal use of telephones for outgoing calls while on duty, including local calls, is not permitted. Employees may be required to reimburse the City for any charges resulting from their personal use of the telephone. Phones may be available for personal outgoing calls during breaks, meal periods or at other times with the supervisor's permission.

The use of City-paid postage for personal correspondence is not permitted.

To assure effective telephone communications, employees should always use the approved greeting and speak in a courteous and professional manner. Please confirm information received from the caller, and hang up only after the caller has done so.

640 MEAL PERIODS

All City employees are provided with one meal period each work day.

Supervisors will schedule meal periods to accommodate operating requirements.

Employees will be relieved of all active responsibilities and restrictions during meal period and will not be compensated for that time.

650 OVERTIME

When operating requirements or other needs cannot be met during regular working hours, employees may be scheduled to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. All overtime work must receive the supervisor's prior authorization.

Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

Overtime compensation shall be paid to all nonexempt employees in accordance with federal and state laws.

As required by law, overtime pay is based on actual hours worked. Time off on sick leave, vacation leave or any leave of absence will not be considered hours worked for purposes of performing overtime calculations.

Failure to work scheduled overtime or overtime worked without prior authorization from the supervisor may result in disciplinary action, up to and including possible discharge.

660 USE OF EQUIPMENT AND VEHICLES

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using City property, employees are expected to exercise care, perform required maintenance and follow all operating instructions, safety standards and guidelines.

Please notify the supervisor if any equipment, machines, tools or vehicles appear to be damaged, defective or in need of repair. Prompt reporting of damages, defects and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment or vehicles used on the job.

The improper, careless, negligent, destructive or unsafe use or operation of equipment or vehicles, as well as excessive or avoidable traffic and parking violations, can result in disciplinary action, including discharge.

670 EMERGENCY CLOSINGS

Emergency conditions, such as severe weather, fire, flood or earthquake, can disrupt company operations and interfere with work schedules, as well as endanger employees' well-being. These extreme circumstances may require the closing of the work facility. In the event that such an emergency occurs during non-working hours, local radio/TV stations will be asked to broadcast a closing notification.

When operations are required to close, the time off from scheduled work will be unpaid. Employees who work on a day when operations are officially closed will receive regular pay.

ARTICLE VII. LEAVES OF ABSENCE

710 FAMILY LEAVE

In accordance with the guidelines set forth in this policy, the City will provide unpaid family leave to eligible employees who wish to take time off from work duties to fulfill family obligations relating directly to the birth or adoption of a child. The employee classification(s) eligible for family leave are:

Regular full-time employees

Employees may request family leave only after having completed 180 working days of service in an eligible employment classification. Eligible employees may request up to one week of unpaid family leave over any 12 month period. If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than ten working days. Pending the supervisor's approval, employees may take any available vacation leave prior to the effective date of the family leave of absence.

Requests for family leave will be evaluated based on a number of factors, including anticipated operational requirements and staffing considerations during the proposed period of absence.

The City will continue to provide insurance benefits for the full period of the approved family leave.

Vacation, sick leave and holiday benefits will continue to accrue during the approved family leave period.

To the extent possible, employees returning from family leave will be reinstated to their former position or will be offered the first available comparable position for which they are qualified.

If an employee fails to report to work promptly after the expiration of the approved leave period, the City will assume that the employee has resigned.

720 PERSONAL LEAVE

In accordance with the guidelines set forth in this policy, the City will provide unpaid personal leave to eligible employees who wish to take time off from work duties to fulfill personal obligations. The employee classification(s) eligible for person leave:

Regular full-time employees

Employees may request personal leave only after having completed 180 working days of service in an eligible employment classification. Personal leave may be granted for a period of up to three calendar days every one year. Pending the supervisor's approval, employees may take any available sick leave or vacation leave prior to the effective date of the personal leave of absence.

Requests for personal leave will be evaluated based on a number of factors, including anticipated operational requirements and staffing considerations during the proposed period of absence.

The City will continue to provide insurance benefits for the full term of the personal leave.

Accruals for benefit calculations, such as vacation, sick leave or holiday benefits, will not be affected by the taking of personal leave.

To the extent possible, employees returning from personal leave will be returned to their former position or will be offered the first available comparable position for which they are qualified.

If an employee fails to report to work at the expiration of the approved leave period, the City will assume that the employee has resigned.

730 EDUCATIONAL LEAVE

In accordance with the guidelines set forth in this policy, the City will provide paid education (one course per semester including books, materials, etc.) to Full-Time eligible employees who wish to pursue course work that is applicable to their job duties with the organization. Eligible employee classification(s):

Regular full-time employees

Employees who have completed 180 days of service in an eligible employment classification may request educational leave for a period of up to one month every year and take one class per semester that is paid for by the City. Requests will be evaluated based on a number of factors, including anticipated operational requirements and staffing conditions during the proposed period of absence. The City will cover all associated costs (books, materials, registration fee, training fee, etc.) upon completion of course work for educational leave.

The City will continue to provide insurance benefits for the full term of the educational leave.

Employees who wish to enroll in classes must have the course approved by the City Manager. All classes must meet outside normal City hours and should not interfere with the employee's ability to perform his or her job.

Accruals for benefit calculations, such as vacation, sick leave or holiday benefits, will not be affected by the taking of educational leave.

To the extent possible, employees returning from educational leave will assume their former position or will be offered the first available comparable position for which they are qualified

If an employee fails to report to work at the expiration of the approved leave period, the city will assume that the employee has resigned.

740 MILITARY LEAVE

A leave of absence without pay will be granted to any employee who enters any branch of the United States armed services. Benefit accruals for any employee serving on active duty longer than 30 consecutive days will be calculated in accordance with applicable federal laws.

The employee will be reinstated with full seniority to his or her former position or to a comparable position if application for re-employment is made within 90 calendar days of the date of an honorable discharge or the date of release from hospitalization following discharge.

Any employee who is a member of a reserve component of the armed forces will be placed on unpaid leave for his or her annual two-week training duty. Benefit programs will be unaffected by the leave, and the employee may elect to use any vacation entitlements for the absence. Training leaves will not normally exceed two weeks per year, plus reasonable travel time.

750 MATERNITY-RELATED ABSENCES

The City will not discriminate against any employee who requests an excused absence for medical disabilities associated with a pregnancy. Such leave requests will be made and evaluated in accordance with the medical leave policy provisions outlined in this handbook and in accordance with all applicable federal and state laws.

Requests for time off associated with pregnancy and/or childbirth (apart from medical disabilities associated with these conditions) will be considered in the same manner as any other request for an unpaid personal leave.

ARTICLE VIII. EMPLOYEE CONDUCT, DISCIPLINARY ACTION
AND GRIEVANCE PROCEDURE

810 EMPLOYEE CONDUCT AND WORK RULES

To assure orderly operations and provide the best possible work environment, the City expects employees to follow rules of conduct that will protect the interest and safety of all employees and citizens. It is not possible to list all the forms of behavior that are considered unacceptable in the work place, but the following are examples of infractions of rules of conduct that may result in disciplinary action, including suspension or termination of employment.

Theft or inappropriate removal or possession of property

Falsification of timekeeping records

Working under the influence of alcohol or illegal drugs

Possession, distribution, sale, transfer or use of alcohol or illegal drugs in the work place, while on duty, or while operating City-owned vehicles or equipment

Fighting or threatening violence in the work place

Boisterous or disruptive activity in the work place

Negligence or improper conduct leading to damage of City-owned or citizen-owned property

Insubordination or other disrespectful conduct

Violation of safety or health rules

Sexual or other unlawful harassment

Possession of dangerous or unauthorized materials, such as explosives or firearms, in the work place

Excessive absenteeism or any absence without notice

Unauthorized absence from work stations during the work day

Unauthorized use of telephones, mail system, or other City-owned equipment

Unauthorized disclosure of confidential information

Violation of personnel policies

Unsatisfactory performance or conduct

815 DRUG AND ALCOHOL USE

Drug and alcohol use is highly detrimental to the safety and productivity of employees in the work place. No employee may be under the influence of any illicit drug or alcohol while in the work place, while on duty or while operating a vehicle or equipment owned or leased by the City of Milford.

In accordance with The Drug-Free Workplace Act of 1988, the City must maintain a drug-free work place. Failure to comply with this law could jeopardize the important government funds that the City of Milford receives. The unlawful manufacture, possession, distribution, transfer, purchase, sale, use or being under the influence of alcoholic beverages or illegal drugs while on City property, while attending business-related activities, while on duty, or while operating a vehicle or machine leased or owned by the City is strictly prohibited and may lead to disciplinary action, including suspension without pay or discharge. When appropriate, the City may refer the employee to approved counseling or rehabilitation programs.

Any employee engaged on government contract or grant work must comply with this policy as a condition of employment. Should an employee be convicted of a drug-related crime that occurred in the work place, he or she must notify the City within five (5) days of the conviction. The City is required to notify the appropriate government agency within ten (10) days of the conviction. Appropriate personnel action, including possible discipline and/or participation in a drug abuse assistance or rehabilitation program, may result after notice of the conviction is received. Employees may use physician-prescribed medication, provided that the use of such drugs does not adversely

affect job performance or the safety of the employee or other individuals in the work place.

Employees who voluntarily admit to having drug or alcohol problems that have not resulted in disciplinary action may be eligible for unpaid time off to participate in a rehabilitation program. Such a leave will be granted if the employee abstains from the use of the problem substance while on leave, abides by all other city policies, rules and prohibitions relating to conduct in the work place, and if the City will not suffer an "undue hardship" as a consequence of granting the leave.

820 SEXUAL AND OTHER FORMS OF IMPERMISSIBLE HARASSMENT

The City is committed to providing a work environment that is free of discrimination. Actions, words, jokes or comments based on an individual's sex, race, ethnicity, age, religion or any other legally-protected characteristic will not be tolerated. As an example, sexual conduct (both overt and subtle) can serve to create an offensive work environment and is thus prohibited.

Anyone engaging in any improper harassment will be subject to disciplinary action, including possible discharge.

825 ATTENDANCE AND PUNCTUALITY

To maintain a safe and productive work environment, the City expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on City operations. In the rare instance when an employee cannot avoid being late to work or is unable to work as scheduled, he or she should notify the supervisor as soon as possible in advance of the anticipated tardiness or absence.

Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary action, including termination of employment.

830 PERSONAL APPEARANCE

Dress, grooming and personal cleanliness standards contribute to the morale of all employee and affect the business image we present to our citizens and visitors.

During business hours, employees are expected to present a clean and neat appearance and to dress according to the requirements of the their positions. Employees who appear for work inappropriately dressed will be sent home and directed to return to work in proper attire. Under such circumstance, employees will not be compensated for the time away from work.

Consult your supervisor or department head if you have questions as to what constitutes appropriate attire.

835 RETURN OF PROPERTY

Employees are responsible for all property, materials, or written information issued to them or in their possession or control. Employees must return all property of the City of Milford that is in their possession or control in the event of termination of employment, resignation or layoff, or immediately upon request.

840 RESIGNATION

Resignation is a voluntary act initiated by the employee to terminate employment with the City. Although advance notice is not required, the City requests at least two weeks' written resignation notice from all employees.

If an employee does not provide advance notice as requested, the employee will be considered ineligible for rehire.

845 SECURITY INSPECTIONS

The City wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives or other improper materials. To this end, the City prohibits the control, possession, transfer, sale or use of such materials on its premises. The City requires the cooperation of all employees in administering this policy.

Desks, lockers and other storage devices may be provided for the convenience of employees but remain the sole property of the City. Accordingly, they, as well as any articles found within them, can be inspected by any agent or representative of the City at any time, either with or without prior notice.

The City likewise wishes to discourage theft or unauthorized possession of the property of employees, the employer, visitors and citizens. To facilitate enforcement of this policy, the City or its representatives may inspect not only desks, but also packages and persons entering and/or leaving the premises. Any employee who wishes to avoid inspection of any articles or materials should not bring such items onto the City's premises.

850 SOLICITATION

In an effort to assure a productive and harmonious work environment, persons not employed by the City of Milford may not solicit or distribute literature in the work place at any time for any purpose.

The City recognizes that employees may have interests in events and organizations outside the work place. However, employees may not solicit or distribute literature concerning these activities during working time. (Working time does not include lunch periods, work breaks or any other period in which employees are not on duty.)

In addition, the posting of written solicitations on City bulletin boards is restricted. These bulletin boards display important information, and employees should consult them frequently for:

Affirmative action statement

Employee announcements

Internal memoranda

Job openings

City announcements

Payday notice

Workers' compensation insurance information

State disability insurance/unemployment insurance
information

If any employee has a message of interest to the work place, he or she may submit it to the City Manager for approval. All approved messages will be posted by the City Manager.

855 DRUG TESTING

The City is committed to providing a safe, efficient and productive work environment for all employees. In keeping with this commitment, employees and job applicants may be asked to provide body substance samples (e.g., blood, urine) to determine the illicit use of marijuana, cocaine, opiates, amphetamines, alcohol, and phencyclidine (PCP). The City will attempt to protect the confidentiality of all drug test results. Drug tests may be conducted in any of the following situations:

PRE-EMPLOYMENT - As a pre-qualification to assuming any position, prospective employees are required to provide a body substance sample for drug testing. This occurs in connection with the pre-employment medical examination.

PERIODIC - This testing occurs in connection with qualifying medical examination every two years.

REASONABLE CAUSE - Testing of this kind occurs when workplace behavior indicates that an employee is under the influence of drugs. Such behavior must be witnessed by at least one supervisor.

POST-ACCIDENT - Any current employee who is involved in a serious incident or accident while on duty, whether on or off the City's premises, may be asked to provide a body substance sample.

RANDOM TESTING - Employees holding safety-sensitive positions may be subject to testing at any time on a random basis.

Subject to any limitations imposed by law, a refusal to provide a body substance sample under the conditions described above may result in disciplinary action, up to and including discharge.

Any driver who refuses to be tested under the provision of the DOT regulations will not be permitted to operate a commercial motor vehicle. Any driver who tests positive for drugs will be immediately disqualified and taken off the road. Where test results are positive, the driver will be advised by the Medical Review Officer as to what drug was discovered.

An individual who is involuntarily relieved of duty solely because of drug testing will be paid for time away from scheduled work if the drug test results are negative.

Any employee who tests positive and who successfully completes rehabilitation will be subject to unscheduled testing for a twelve month period following reinstatement.

Questions concerning this policy or its administration should be directed to the City Manager.

860 POLITICAL ACTIVITIES

Employees may not:

- a. Use their official authority or influence for the purpose of interfering with or affecting the results of an election or nomination for office;
- b. Directly or indirectly coerce, attempt to coerce, command or advise another employee to pay, lend, or contribute anything of value to a party, committee, organization, agency, or person for political purposes; or
- c. Attempt to coerce or advise persons acting as agents or representatives of companies or firms conducting business with the City to pay, lend or contribute anything of value to a party, committee, organization, agency or person for political purposes; or
- d. Be a candidate for elective office in a partisan election; or
- e. Take an active part in political management and political campaigns in partisan elections; or
- f. Be a candidate in a partisan election for any public office or for any political party office which is obtained through a partisan election.

Primary and run-off elections to nominate candidates of partisan political parties are partisan elections.

These prohibitions are aimed at activities such as threatening to deny promotion to any employee who does not vote for certain candidates; requiring employees to contribute a percentage of their pay to a political fund; influencing subordinate

employees to buy tickets to political fund raising dinners and similar events. These provisions principally affect supervisors, but they are applicable to all employees.

Employees may:

- a. Be candidate in non-partisan elections. These are elections in which none of the candidates is to be nominated or elected as representing a political party whose candidates for presidential election received votes at the last preceding presidential election;
- b. Express opinions on political subjects and candidates;
- c. Display stickers or posters on personal automobiles and in homes;
- d. Make financial contributions to a political party or organization with the exception of financial contributions to candidates for election to Milford City political offices.

The above listed activities are not all inclusive. Any questions concerning political activities should be referred to the City Manager. It shall be the responsibility of the City Manager to determine political activities which are prohibited and those which are permitted.

865 GIFTS AND GRATUITIES

Employees shall not accept gifts, gratuities, or loans from organizations, business firms or individuals with whom they have official relationships because of City Government business. These limitations do not prohibit the acceptance of articles of negligible value which are distributed generally or prohibit employees from obtaining loans from public lending institutions. It is particularly important that inspectors, officers, and enforcement officers guard against relationships that might be construed as evidence of favoritism, coercion, unfair advantage or collusion.

870 LOANS

Supervisors are not permitted to make loans to anyone working for them or for the City in any capacity. Violation of this regulation is considered misconduct and will result in disciplinary action.

875 TRAVEL ON OFFICIAL CITY BUSINESS

Whenever you are authorized to travel out of town on official business, the City will allocate you a \$40 per diem rate for travel expenses incurred during the trip. In addition, if your trip expenses exceed \$40, then you will be reimbursed the extra money upon presentation of receipts involving prior approved travel.

Use of personal vehicles will entail compensation at established rates. If more than one individual is involved, the City encourages the sharing of vehicles to conserve fuel and City funds. If a City vehicle can be used, this is preferred over the use of private vehicles for in-state travel.

880 DISCIPLINARY ACTION

1) Purpose

The purpose of this policy is to provide a guideline to correct an employee's unsatisfactory work performance or misconduct in an effort to promote maximum utilization of employee potential.

2) Definitions

Verbal Reprimand - A verbal reprimand shall be defined as discussion between the supervisor and the employee wherein the employee is advised and cautioned with reference to unsatisfactory work performance or misconduct.

Written Reprimand - A written reprimand shall be defined as a written documentation to the employee from the supervisor wherein the employee is advised and cautioned with reference to their unsatisfactory work performance or misconduct.

Suspension - A suspension shall be defined as the temporary prohibition against an employee's performance of his or her duties. The suspension period shall be without pay.

Withholding of Merit Increase - The withholding of a merit increase shall be defined as the denial or postponement of the customary increase within the pay range of a class which is normally awarded upon the employee's completion of twelve (12) calendar months of successful job performance.

Administrative Decrease - An administrative decrease shall be defined as a reduction within the pay range of a class.

Demotion - A demotion shall be defined as a reduction in the pay range of an employee in conjunction with a change in job duties and responsibilities.

Dismissal - A dismissal shall be defined as an involuntary separation from employment initiated by the employing authority as a result of employee's unsatisfactory work performance or misconduct.

3) Applicability

All classified employees shall be covered under this policy.

4) Policy Statement

The City of Milford shall support the practice whereby all part-time, temporary, probational and permanent employees shall be disciplined by the same process. The discipline of an employee shall be a progressive process.

Disciplinary actions of lesser severity than dismissal shall be taken in an attempt to correct an employee's unsatisfactory work performance or misconduct before a dismissal is initiated. Generally, a dismissal may be considered as appropriate only as a last resort or may be undertaken only when an extremely serious policy violation has occurred. Disciplinary actions may take any of the following forms and are not necessarily restricted to the order set forth below:

- a. verbal reprimand
- b. written reprimand
- c. suspension
- d. withholding a Merit Increase

- e. administrative decrease
- f. demotion
- g. dismissal

5) Reprimands

A reprimand may be either verbal or written.

- a. No reprimand shall be relied upon as basis for further disciplinary action unless it is documented in writing and a copy had been forwarded to the City Manager's office for inclusion in the employee's official personnel file. Written reprimands shall be signed by both the supervisor and the employee.
- b. Once a reprimand is reduced to writing, as provided above, a copy shall be hand delivered and signed received or mailed to the employee by certified mail (return receipt requested).
- c. Reprimands shall be appealable through the grievance procedure.
- d. Reprimands not appealed within the appropriate time limits specified by the grievance procedure shall become part of the official personnel file until it is purged by the employing authority.
- e. All reprimands, unless revoked through the grievance procedure, shall remain in the employee's personnel file for a period of six months.

6) Suspensions

Department heads shall have the authority to suspend an employee for a period not to exceed five consecutive calendar days. Suspensions for a period or

more than five consecutive days shall have the prior approval of the City Manager.

- a. A written notice of suspension including the items listed below shall be hand delivered and signed received or mailed by certified mail (return receipt requested) to the employee;
 1. a statement of the reasons for the suspension;
 2. a warning of what further disciplinary action could result, if the situation is not corrected;
 3. a statement of the employee's right to appeal (if any) in accordance with the City's grievance policy.
- b. A copy of such written notice shall be forwarded to the City Manager's office for its inclusion in the employee's official personnel file.

7) Withholding of Merit Increase

- a. A written notice of the withholding of a merit increase including the item listed below shall be hand delivered or mailed to the employee by certified mail (return receipt requested):
 1. a statement of the reasons for withholding of a merit increase;
 2. an approximate amount of time the increase will be withheld or re-evaluated;
 3. a warning of what further disciplinary action could result, if the situation is not corrected;

4. a statement of employee's rights to appeal (if any) in accordance with the City's grievance policy.

b. A copy of such written notice shall be forwarded to the City Manager's office for its inclusion in the employee's official personnel file.

8) Administrative Decrease

An administrative decrease shall require a letter of justification submitted by the department head to the City Manager's office. Such decrease shall be subject to the approval of the City Manager.

a. Once an administrative decrease has been authorized, a written notice of the decrease including the items listed below shall be hand delivered and signed received or mailed by certified mail (return receipt requested) to the employee:

1. a statement of the reasons for the decrease;

2. a warning of what further disciplinary action could result, if the situation is not corrected;

3. a statement of employees rights to appeal (if any) in accordance with the City's grievance policy.

b. A copy of such written notice shall be forwarded to the City Manager's office for its inclusion in the employee's official personnel file.

9) Demotion

- a. A written notice of the demotion including the items listed below shall be hand delivered or mailed to the employee by certified mail (return receipt requested):
 1. a statement of the reasons for the demotion
 2. in cases where the demotion is not voluntary, including a warning of what further disciplinary action could result if the situation is not corrected;
 3. a statement of employee rights to appeal (if any) in accordance with the City's grievance policy.
- b. A copy of such written notice shall be forwarded to the City Manager's office for its inclusion in the employee's official personnel file.
- c. A demotion shall not be used as a disciplinary action if the employee involved cannot qualify for the lower-ranked position or if the demotion would require the displacement of another employee.

10) Dismissal

A dismissal is the most serious form of discipline.

- a. a written notice including the items listed below shall be hand delivered or mailed by certified mail (return receipt requested) to the employee:

1. A statement of the reasons for dismissal
 2. A statement of employee's rights to appeal (if any), in accordance with the City's grievance policy.
- b. A copy of such written notice shall be forwarded to the City Manager's office for its inclusion in the employee's official personnel file.

11) Unsatisfactory Work Performance or Misconduct

Each need for discipline has varying circumstances and requires the exercise of discretion on the part of the supervisor. Disciplinary action may be taken against an employee for any of the following examples of unsatisfactory work performance and misconduct:

- a. re-occurring tardiness without reasonable explanation;
- b. absence without leave;
- c. violation of policy on intoxicants;
- d. sleeping on the job;
- e. serious neglect of work;
- f. serious neglect of duty or refusal to comply with instructions of a supervisor;
- g. insubordination
- h. deliberate or careless conduct endangering the safety of oneself or other employees;
- i. negligence in the care and handling of City property;

- j. theft of City property or of another employee's property;
- k. incompetence or inefficiency in the performance of required job duties;
- l. use of offensive, abusive, threatening, coercive, indecent or discourteous language toward supervisors, other employees, or members of the public;
- m. intentional falsification of personnel records, time records, or any other City records or reports;
- n. provoking, instigating or participating in a fight while on duty or on City property; and,
- o. unauthorized carrying of a concealed weapon during work hours or on City property.

These examples are not in any way to be construed as a comprehensive listing of possible violations nor are they to be considered as rigid guidelines.

12) City Manager's Review

The City Manager's office shall review disciplinary actions to insure that they conform with the intent of this policy.

890 GRIEVANCE POLICY

When an employee thinks or feels that a decision made by his supervisor creates a condition that is unjust, inequitable, creates a problem or is a hindrance to effective operation, the employee shall use the following procedure for the solution of such problem(s) and this right may be exercised without fear of retribution or recrimination.

In establishing this procedure for handling grievances and complaints, employees are advised that conditions of employment and law and policy established by the City Council are not grievable. In addition, wages, salaries, and fringe benefits are likewise not grievable. However, the application or interpretation of the above listed items are grievable. If there is a question whether or not an employee's concern is clearly a grievance, the City Manager must contact the City Attorney who has full and final authority to determine grievability and the City Attorney shall respond within five (5) working days.

In addition it is to be understood that the establishment of this procedure shall in no way remove the right of the City government to do the following, provided, however, that none of these rights may be exercised in an arbitrary or capricious manner:

- a. Direct the work of its employees
- b. Hire, promote, transfer, and assign employees
- c. Demote or dismiss employees for cause
- d. Maintain the efficiency of governmental operations
- e. Relieve employees from duty because of a lack of work or for other legitimate reason

- f. Take actions necessary to carry out duties of an agency in emergencies
- g. Determine the methods, means and personnel necessary to carry out operations

1) Grievance Procedure

An employee wishing to file a grievance shall have the right to follow all the steps of this procedure as listed below with complete freedom from reprisal. This does not, however, confer the right upon anyone to make slanderous or libelous statements.

- a. STEP I. An employee who has a grievance, as defined herein, shall within (5) work days of the occurrence of the action or event causing the grievance or of the date when the employee could have reasonably been expected to have learned of the act or event, contact his or her immediate supervisor for a discussion of the grievance. The supervisor shall immediately discuss the grievance with the employee if possible or practicable, but in any case within 24 hours, Saturdays and Sundays excluded. The supervisor shall thereafter give the employee a reply within two (2) work days.
- b. STEP II. If the grievance is not resolved as a result of STEP I, the employee may within five (5) work days thereafter request a hearing by his Department Head. The Department Head and the employee's immediate supervisor will then meet with the employee within two (2) work days. If more than one level of supervision exists between the employee and the Department

Head, the Department head may request the presence or the additional supervisor(s). The employee may also have a representative of his choice at this meeting. The Department Head shall, after the conclusion of this hearing, give the employee a reply within five (5) work days.

- c. STEP III. If the Department Head's response does not resolve the grievance, the employee may within five (5) work days thereafter file a written request with the City Manager for a hearing before a Hearing Panel. The Hearing Panel shall be composed of three (3) City employees appointed by the City Manager or Chief of Police. No more than one (1) of the Panel members shall be a Department Head or Supervisor. Members of the Panel shall be appointed from three (3) different departments. None of the Panel members shall have been involved in any earlier phases of the grievance. The Panel shall select its own Chairman and set the time for the hearing as soon as practicable after appointment.

The Panel has the responsibility to hear both sides of the grievance and render an advisory recommendation to the City Manager concerning disposition of the grievance. The Panel has the responsibility to interpret the application of appropriate City policies and procedures in the case. It does not have the prerogative to formulate or to change policies or procedures. The

City Attorney shall serve as legal and technical advisor to the panel.

The Panel shall within three (3) days after conclusion of the hearing, give the City Manager a written copy of their findings and recommendations with a copy being supplied to the grievant and to the Department Head involved.

- d. STEP IV. The City Manager shall within five (5) days after receiving the Panel's findings, grant a hearing to the grievant. He may also request the presence of the Department Head or any other City official at the hearing, and the employee may also have a representative of his or her choice present. The City Manager shall, after conclusion of the hearing and consideration of the facts, evidence and recommendation of the Hearing Panel, give the employee a written reply to the grievance. The determination of the City Manager shall be final and binding.

All time periods listed in this grievance procedure may be extended by mutual agreement of the employee and the City Manager. However, the employee's failure to process a grievance within the time limits shall constitute termination of the grievance.

ARTICLE IX. MISCELLANEOUS

910 EMPLOYMENT STATUS OF INDIVIDUALS WITH LIFE-THREATENING ILLNESSES

The City recognizes that employees with life-threatening illnesses, such as cancer, heart disease and AIDS, may wish to continue their normal pursuits, including work, to the extent that their condition allows. The decision to continue work will be based on the ability to meet normal performance standards and on the receipt of satisfactory medical evidence that the employees does not present an immediate threat to themselves or others. Evaluation of the potential dangers presented by individuals with life-threatening diseases will occur on a case-by-case basis and will consider existing medical and scientific evidence.

ARTICLE X. CONFLICT WITH POLICE BILL OF RIGHTS

Where instances of conflict between this ordinance and the Police Bill of Rights occur, the Police Bill of Rights will take precedence over the provisions of this ordinance.

ARTICLE XI. REPEALER

Any resolution or ordinance or part of any resolution or ordinance inconsistent herewith, and amendments thereof, are hereby expressly repealed.

The Personnel Ordinance adopted September 14, 1981 is hereby repealed.

CITY OF MILFORD
NOTICE OF PUBLIC HEARINGS

The Planning Commission will hold a Public Hearing regarding the below ordinance on TUESDAY, MARCH 20, 2018 to hear evidence from interested parties and make a recommendation to City Council regarding the ordinance.

The City Council will hold a Public Hearing regarding the below ordinance on MONDAY, APRIL 23, 2018 to hear evidence from interested parties and make a final determination regarding the ordinance.

Both meetings begin at 7:00 p.m. and will take place in the Joseph Ronnie Rogers Council Chambers of Milford City Hall at 201 South Walnut Street, Milford, Delaware at which times, the following ordinance will be considered:

ORDINANCE 2018-05

Milford Commons Partners LLC for a Conditional Use to allow a Car Detailing Operation on a portion of 7.80+/- acres in an C-3 Zoning District. Property is located at 973 N DuPont Blvd, Milford, Delaware.
Present Use: Retail Shopping Center; Proposed Use: Same and Car Detailing Operation.
Tax Map MD-16-174.14-01-03.01

WHEREAS, the City of Milford Planning Commission considered the ordinance, as described, at a duly noticed Public Hearing on March 20, 2018 and recommended its adoption to City Council; and

WHEREAS, Milford City Council conducted a duly noticed Public Hearing on April 23, 2018 to consider all information presented by City Staff, the Applicant, and written and verbal public testimony; and

WHEREAS, it is deemed reasonable, beneficial, and in the best interest of the City of Milford to allow a Conditional Use to allow a car detailing operation as herein described.

NOW, THEREFORE, the City of Milford hereby ordains as follows:

Section 1. Upon the adoption of this ordinance by City Council, Milford Commons Partners LLC is hereby granted a Conditional Use Permit to allow a car detailing operation, in accordance with the application, effective on the date so noted.

Section 2. Construction or operation shall commence within one year of the date of issuance of the permit otherwise the conditional use becomes void.

Section 3. Dates.

Planning Commission Review & Public Hearing: March 20, 2018

City Council Introduction: April 9, 2018

City Council Public Hearing: April 23, 2018

Adoption: April 23, 2018

Effective: May 3, 2018

This ordinance shall take effect and be in force ten days after its adoption.

For additional information, please contact Rob Pierce in the Planning Department at Milford City Hall either by e-mail at RPierce@milford-de.gov or by calling 302.424.8396.

Advertised: Beacon 02/28/18

NOTICE OF PUBLIC HEARINGS
PLANNING COMMISSION PUBLIC HEARING: MARCH 20, 2018
CITY COUNCIL PUBLIC HEARING: APRIL 23, 2018

NOTICE IS HEREBY GIVEN the Planning Commission of the City of Milford will hold a Public Hearing on Tuesday, March 20, 2018 at 7:00 p.m. or as soon thereafter as possible.

A FINAL PUBLIC HEARING is scheduled on Monday, April 23, 2018 at 7:00 p.m. before Milford City Council. Following the hearing, the ordinance may be adopted, with or without amendments.

Ordinance 2018-06

Liborio Watergate LLC for a Conditional Use
Amendment of a Planned Unit Development and Preliminary Major Subdivision
47.39 +/- acres in an R3 (Garden Apartment and Townhouse) Zoning District
Property is located on the east side of Marshall Street
approximately 650 feet north of the Elks Lodge Road Intersection, Milford, Delaware.
Present Use: Townhouses and Vacant Land
Proposed Use: 43 Single Family Units, 48 Duplex Units, 129 Townhouse Units and 80
Apartment Units for a 300-Unit Subdivision.
Tax Map 3-30-11.09-029.00; -029.03; -30.00 through -032.00;
3-30-11.09-101.00 through -304.00.

WHEREAS, the City of Milford Planning Commission will consider the conditional use application at a Public Hearing on March 20, 2018; and

WHEREAS, Milford City Council will hold a Public Hearing on April 23, 2018 to allow for public comment and further review of the ordinance; and

WHEREAS, it is deemed in the best interest of the City of Milford to allow a Conditional Use for an amended Planned Unit Development and a Preliminary Major Subdivision as herein described.

NOW, THEREFORE, the City of Milford hereby ordains as follows:

Section 1. Upon the adoption of this ordinance, Liborio Watergate LLC is hereby granted a Conditional Use Permit to allow an amended Planned Unit Subdivision and a Preliminary Major Subdivision to be known as Watergate in accordance with the application, approved plans and any conditions set forth at the Public Hearings.

Section 2. Construction or operation shall commence within one year of the date of issuance of the permit otherwise the conditional use becomes void.

Section 3. Dates.

Planning Commission Review & Public Hearing: March 20, 2018

City Council Introduction: April 9, 2018

City Council Public Hearing: April 23, 2018

Projected Adoption Date: April 23, 2018

This ordinance shall take effect and be in force ten days after its adoption.

For additional information, please contact Rob Pierce in the Planning Department at Milford City Hall either by e-mail at RPierce@milford-de.gov or by calling 302-422-1111.

Advertised: Beacon 021418

NOTICE OF PUBLIC HEARINGS
PLANNING COMMISSION PUBLIC HEARING: MARCH 20, 2018
CITY COUNCIL PUBLIC HEARING: APRIL 23, 2018

The City of Milford Planning Commission will hold a Public Hearing on **Tuesday, March 20, 2018** at 7:00 pm to hear evidence from interested parties and make a recommendation to City Council regarding the ordinance. The City of Milford City Council will hold a Public Hearing on **Monday, April 23, 2018** at 7:00 pm to hear evidence from interested parties and make a final determination regarding the ordinance.

All Public Hearings are held in the Joseph Ronnie Rogers Council Chambers, Milford City Hall, 201 South Walnut Street, Milford, Delaware.

ORDINANCE 2018-12

Milford Ponds LLC for a Conditional Use to Amend the Planned Unit Development (Entire Project) and Revised Preliminary Major Subdivision (Phase I Only)
that includes 178.03 +/- acres in R1, R2 and R3 Zoning Districts;
Located on east side of S DuPont Blvd approximately 5,500 feet south of the Seabury Ave Intersection, Milford, Delaware.

Present Use: Vacant Land

Proposed Use: 459 Single Family Units, 0 Duplex Units, 91 Townhouse Units and 150 Apartment Units for a 700-Unit Subdivision;

Tax Map 1-30-3.00-264.00, 1-30-3.00-264.01, 1-30-6.00-108.00, 1-30-6.00-167.00 thru 558.00, 1-30-6.00-601.00 thru 691.00

WHEREAS, the City of Milford Planning Commission considered the ordinance, as described, at a duly noticed Public Hearing on March 20, 2018 and recommended its adoption to City Council; and

WHEREAS, Milford City Council conducted a duly noticed Public Hearing on April 23, 2018 to consider all information presented by City Staff, the Applicant, and written and verbal public testimony; and

WHEREAS, it is deemed reasonable, beneficial, and in the best interest of the City of Milford to allow a Conditional Use that amends a previously-approved Planned Unit Development as herein described.

NOW, THEREFORE, the City of Milford hereby ordains as follows:

Section 1. Upon the adoption of this ordinance by City Council, Milford Ponds LLC is hereby granted a Conditional Use Permit to amend the original Planned Unit Development, in accordance with the application, effective on the date so noted.

Section 2. Construction or operation shall commence within one year of the date of issuance of the permit otherwise the conditional use becomes void.

Section 3. Dates.

Planning Commission Review & Public Hearing: March 20, 2018

City Council Introduction: April 9, 2018

City Council Public Hearing: April 23, 2018

Projected Adoption: April 23, 2018

Projected Effective: May 3, 2018

For additional information, please contact Rob Pierce in the Planning Department at Milford City Hall either by e-mail at RPierce@milford-de.gov or by calling 302.424.8396.

Advertised: Beacon 02/28/18

NOTICE OF 2018 CITY OF MILFORD MUNICIPAL ELECTION

Remember to cast your vote on **Saturday, April 28, 2018**
between the hours of 10:00 am and 6:00 pm

THE POLLING PLACE FOR ELIGIBLE CITY OF MILFORD VOTERS IS:

MILFORD CITY HALL - 201 SOUTH WALNUT STREET

An Election will be held for the following seats:

Office of Mayor - Two-Year Term
Office of City Council - First Ward - Two-Year Term

Qualified Persons voting in the 2018 City of Milford Municipal Election must be properly registered in the City of Milford by March 29, 2018

The City of Milford maintains its **OWN VOTER REGISTRATION SYSTEM**.
To determine if you are currently REGISTERED TO VOTE, please contact City Hall at 302-422-1111

ABSENTEE BALLOTS

Any qualified elector, duly registered IN THE CITY OF MILFORD, may cast his vote by **ABSENTEE BALLOT**.
If you are unable to vote at the polls on Saturday, April 28, 2018, please call 302-422-1111
for information on how to obtain an **ABSENTEE BALLOT**.

The following candidates have submitted their nominating petitions to run for the Office of Mayor:

Archie J. Campbell
6 Little Pond Drive
Milford, DE 19963

F. Todd Culotta
211 South Walnut Street
Milford, DE 19963

The following candidates have submitted their nominating petitions to run for the Office of City Council in the First Ward:

Mike J. Boyle
43 Meadow Lark Drive
Milford, DE 19963

Cindy L. Schofield
300 Matthew Circle
Milford, DE 19963

The following candidates have submitted their nominating petitions to run for the Office of City Council:

Lisa Ingram Peel
Owen S. Brooks, Jr.
Katrina E. Wilson

Second Ward Council Seat
Third Ward Council Seat
Fourth Ward Council Set

There being only one candidate for the Office of City Council in Ward Two, Ward Three and Ward Four, those candidates are entitled to assume office without a formal election pursuant to 15 Del.C. 7555(j) and following a declaration by the City of Milford Board of Election.

For additional information, including **ABSENTEE AFFIDAVIT AND BALLOT** questions, please contact the City Clerk's Office at 302-422-1111.

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Abbott	Kathleen VanVorst	3	702	N Washington Street		
Abel	April Allyson	1	4101D	Fullerton Court		Hearthstone Manor
Abel	Patrick Whitaker	2	5	Sunset Lane		
Abrams	Martha Ann	4	714	Parson Thorne Apartments		
Adams	Gregory W.	3	811	N Walnut Street		
Adams	John Joel	1	313	Fisher Avenue		
Adkins	Glenda Denise	2	421	Kings Highway		
Adkins	William C.	2	421	Kings Highway		
Alban	Elizabeth Bounds Davis	1	5	Fairway Court		Orchard Hill
Ali	Denise Ann	4	403	Parson Thorne Apartments		
Allen	Christine A.	1	702	Lindsay Lane		Matlinds Estates
Allen	Ernest Jr	1	200	Matthew Circle		Matlinds Estates
Allen	Linda Ann	1	27	Little Birch Drive		Hearthstone Manor
Allen	Robert Dale	1	27	Little Birch Drive		Hearthstone Manor
Altman	James E.	1	134	Rock Ledge Court		Hearthstone Manor
Ament	Patricia C.	1	3701D	S Sagamore Drive		Hearthstone Manor
Amory	Bridget R.	2	604	S Walnut Street		
Amory	Michael Joseph	2	604	S Walnut Street		
Andersen	Harry C.	1	501	Maple Street		Marshall Commons
Anderson	Barbara J.	1	309	Matthew Circle		Matlinds Estates
Anderson	Elizabeth A.	2	32	McCoy Street		
Anderson	Lauren Oliver	2	412	NW Front Street		
Andrews	Ann Lee	1	205	Matthew Circle		Matlinds Estates
Andrews	Kathryn J.	1	702	Lindsay Lane		Matlinds Estates
Andrews	Terry M.	1	205	Matthew Circle		Matlinds Estates
Antonik	Carol Susan	2	415	Woodland Drive		Lakelawn Estates
Antonik	Christopher G.	2	415	Woodland Drive		Lakelawn Estates
Argenio	Armand	1	401	Marshall Street		
Artis	Jimmy F.	2	117	Causey Avenue		
Artis	Odessa P.	4	102	BrightWay		Brightway Commons
Attard	Nathan James	4	126	NW Second Street		
Aures	Kerline	2	301	NW Front Street	2	
Austin	Christine	3	610	SE Second Street		
Austin	Gladys A.	1	4201B	Summer Brook Way		Hearthstone Manor
Austin	Keith A.	1	304	Matthew Circle		Matlinds Estates
Austin	Veronica D.	1	304	Matthew Circle		Matlinds Estates

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Awayes	Maha	2	511	Kings Highway		
Azzanesi	Margaux Fischer	1	9	E Green Lane		Orchard Hill
Azzanesi	Steven	1	9	E Green Lane		Orchard Hill
Bacon	Kathleen L.	2	903	S DuPont Boulevard		
Bacon	Paul W. Jr.	2	903	S DuPont Boulevard		
Bacon	Paul W. Sr.	2	903	S DuPont Boulevard		
Baer	Brian Curtis	3	19593	Drummond Drive		Fork Landing
Baer-Studer	Barbara Anne	3	19593	Drummond Drive		Fork Landing
Bailey	Jay E.	2	602	Marvel Road		Lakelawn Estates
Bailey	Patricia L.	2	999	S DuPont Boulevard		
Baker	Donna Louise	1	108	Marlin Court		Orchard Hill
Baker	George R.	1	607	S Washington Street		
Baker	James L.	4	4	Salevan Place		
Baker	James Lynn	1	108	Marlin Court		Orchard Hill
Baker	Lester Samuel	4	126	NW Second Street		
Baker	Patricia M.	2	515	Lakeview Avenue		
Baker	Robert E. Jr.	1	7	E Thrush Drive		Meadows at Shawnee
Baker	Ronald R.	2	515	Lakeview Avenue		
Baker	Sally F.	1	7	E Thrush Drive		Meadows at Shawnee
Baksany	George	1	4	Delores Court		Orchard Hill
Baksany	Judith J.	1	4	Delores Court		Orchard Hill
Banks	John Lewis	2	302	Kent Place		
Banks	Mark Robin	2	801	S Walnut Street		
Banks-Scott	Tiana Kecia	3	41	General Torbert Drive		Sawmill Village
Barker	Barbara A.	1	165	Hickory Branch Court		Hearthstone Manor
Barnes	Paige B.	1	5	Hickory Branch Lane		Hearthstone Manor
Barr	Clare Heafey	2	226	Jefferson Avenue		
Barr	Linda K.	2	226	Jefferson Avenue		
Barr	Robert T.	2	226	Jefferson Avenue		
Bason	Claudia	1	400	Matthew Circle		Matlinds Estates
Bason	Frank J.	1	400	Matthew Circle		Matlinds Estates
Bausch Jr	John W	2	100	Sussex Avenue		
Baylis	Kathleen Marie	3	213	East Street		
Baynard	Bertha J.	4	611	North Street Ext		
Baynard	Shelly Althea	3	17	General Torbert Drive		Sawmill Village
Baynard	Tamara D.	3	401	SE Front Street	A	

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Beach	Janet D.	2	5879	Old Shawnee Road		
Bechtold	John Donald	2	507	Caulk Road		Lakelawn Estates
Beckett	Vivi V.	4	114	Bright Way		Brightway Commons
Becton	Marcella Dayan	4	606	N Church Street		
Becton	Sherron C.	4	606	N Church Street		
Beeson	Linsey J.	1	4001A	Fullerton Court		Hearthstone Manor
Beideman	Ruth Ann	2	605	Lakeview Avenue		
Bellia	Margaret Mary	1	101	Aspen Court		Hearthstone Manor
Bellia	Matthew J.	1	101	Aspen Court		Hearthstone Manor
Benedict	Richard	2	603	Lakelawn Drive		Lakelawn Estates
Benedict	Ruth Ellen	2	603	Lakelawn Drive		Lakelawn Estates
Beneventano	Steven	1	10	Big Pond Drive		Meadows at Shawnee
Benham	Joselyn R.	2	500	S DuPont Boulevard		The Heritage
Benn	K. Gwenn	1	701	Beechwood Court		Marshall Commons
Bennett	Gina R.	3	19	Columbia Street		
Bennett	Karen Mary	2	301	Lakeview Avenue		
Benson	Nancy	4	105	N Landing Drive		Knotts Landing
Benton	Laura S.	3	211	East Street		
Bernadzikowski	Donna L.	1	13	E Bullrush Drive		Meadows at Shawnee
Bernadzikowski	Walter R.	1	13	E Bullrush Drive		Meadows at Shawnee
Berry	Kyle Ryan	2	422	S Walnut Street		
Better	Barbara P.	3	1	Governor Burton Court		Sawmill Village
Betts	M. Dean	3	47	Cedar Beach Road		
Betts	Mary Colleen	3	47	Cedar Beach Road		
Betts	Nancy J.	1	403	Ballpark Lane		
Biggs	Kathleen Ann	1	102	Marlin Court		Orchard Hill
Bilger	Christine M	1	3	Hickory Branch Lane		Hearthstone Manor
Bilger	Frank	1	3	Hickory Branch Lane		Hearthstone Manor
Bilger	Glenn Richard	1	33	Little Birch Drive		Hearthstone Manor
Bilger	Joan Linda	1	33	Little Birch Drive		Hearthstone Manor
Billings	Audrey J.	1	133	Hickory Branch Court		Hearthstone Manor
Billings	Clarence	1	133	Hickory Branch Court		Hearthstone Manor
Black	Helene M.	3	218	N Walnut Street		
Blackson	W. Scott	1	412	Marshall Street		
Blackston	Eloise C.	4	704	Truitt Avenue		
Blackston	Samuel A.	4	704	Truitt Avenue		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Blakely	Sheila G.	2	404	Lakeview Avenue		
Bleadow	Cheryl Y.	2	901	S DuPont Boulevard		
Bleadow	Kenneth A.	2	901	S DuPont Boulevard		
Bleshman	Rachel	3	119	N Walnut Street		
Blessing	Joel F.	2	608	New Street		
Boddy	Mitzi H.	2	9	Elizabeth Street		
Boddy	William L.	2	9	Elizabeth Street		
Bodie	Louis A.	4	120	N Landing Drive		Knotts Landing
Boehm	Richard D.	4	1036	N Walnut Street		Travelers Inn Motel
Bond	Daniel L.	4	101	NW Front Street		
Bond	Rhonda Sue	4	101	NW Front Street		
Bonner	Joanne E.	1	18	Kingston Terrace		Hearthstone Manor
Bonner	John E.	1	18	Kingston Terrace		Hearthstone Manor
Bontrager-Thomas	Sherrie M.	2	314	NW Front Street		
Boone	Carroll L.	3	326	SE Second Street		
Boone	Karen F.	3	402	NE Fourth Street		
Boone	Kayla Janay	3	107	NE Fourth Street		
Booz	Sally T.	4	312	Silver Lake Estates		
Born	Cynthia	1	314	Matthew Circle		Matlinds Estates
Born	Thomas	1	314	Matthew Circle		Matlinds Estates
Born	Thomas Robert	1	314	Matthew Circle		Matlinds Estates
Botkin	Joan	1	4701C	Summer Brook Way		Hearthstone Manor
Boutin	Amy Clare	2	308	S Walnut Street		
Boutin	Edward H.	2	308	S Walnut Street		
Boutin	Theresa M.	2	308	S Walnut Street		
Boutin	Virginia L.	2	308	S Walnut Street		
Bowe	Ethel T.	4	216	North Street		Academy Apartments
Bowen	Gary Allen	4	235	S Landing Drive		Knotts Landing
Bowen	Helene Phyllis	4	235	S Landing Drive		Knotts Landing
Bowers	Donna C.	2	435	S Walnut Street		
Bowers	Kevin R.	2	435	S Walnut Street		
Bowers	Marian Claire	4	127	N Landing Drive		Knotts Landing
Bowers	Norman J.	4	127	N Landing Drive		Knotts Landing
Bowman	Joan M.	2	611	Marvel Road		Lakelawn Estates
Boyle	Geraldine K.	1	43	Meadow Lark Drive		Meadows at Shawnee
Boyle	Michael Joseph	1	43	Meadow Lark Drive		Meadows at Shawnee
Bradley	Carrie Beth	3	507	N Washington Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Bradley	Jimmy R. Jr.	3	705	SE Front Street		
Bradley	Michael John	3	507	N Washington Street		
Brady	Ellen M.	3	111	Brady Drive		
Brady	Norman Jr.	3	111	Brady Drive		
Brady	Tracey Nadine	3	111	Brady Drive		
Brannan	Nicholas R.	1	8	Little Pond Drive		Meadows at Shawnee
Brannan	Tristin Oinelle	1	8	Little Pond Drive		Meadows at Shawnee
Bray	D. Aileen	1	305	Columbia Street		
Breedlove	Larry A.	2	420	Kings Highway		
Breedlove	Linda	2	420	Kings Highway		
Brennan	Carole Irene	1	1	Hickory Branch Lane		Hearthstone Manor
Brennan	Gregory T.	1	1	Hickory Branch Lane		Hearthstone Manor
Brenneman	Patricia	2	507	Crestview Drive		Lakelawn Estates
Brenneman	Wayne M.	2	507	Crestview Drive		Lakelawn Estates
Brereton	William S.	4	103	Silver Hill Apartments		
Brickley	Robert J.	1	4	Fairway Court		Orchard Hill
Briggs	Mary	2	1019	S DuPont Boulevard		
Brijmohan	Bijai Latchmin	1	208	Montgomery Street		
Brink	Mary Ellen	1	11	Homestead Boulevard		Hearthstone Manor
Brittingham	Carol Lee	1	317	Fisher Avenue		
Brittingham	Michael Anthony	1	317	Fisher Avenue		
Brittingham	Staci Renee	1	317	Fisher Avenue		
Brittingham	Thomas R.	1	313	Matthew Circle		Matlinds Estates
Brockett	Ronald E.	3	201	North Street		
Brooks	Devon J.	1	218	Beaufort Lane		Orchard Hill
Brooks	Dion S.	3	707	N Washington Street		
Brooks	Owen S. Jr.	3	301	NE Tenth Street		
Brooks	Rose Anne	3	301	NE Tenth Street		
Broulik	Jan Keren-Happuch	2	2	Causey Avenue		
Brown	Barbara C.	3	408	Pierce Street		
Brown	Beverly Anne	1	127	Hickory Branch Court		Hearthstone Manor
Brown	Carole Ann	1	706	Lindsay Lane		Matlinds Estates
Brown	Carrie P.	3	413	NE Front Street		
Brown	Daniel Michael	1	706	Lindsay Lane		Matlinds Estates
Brown	Helen L.	3	102	Lovers Lane		
Brown	Howard Lee	4	408	North Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Brown	Jane R.	4	26	NW Tenth Street		
Brown	Kevin	1	509	Marshall Street	C	
Brown	Mary	3	700	N Washington Street		
Brown	Merlyn Edward	4	702	North Street Ext		
Brown	Newton W.	3	700	N Washington Street		
Brown	Richard T.	1	4	E Bullrush Drive		Meadows at Shawnee
Brown	Sandra June	1	4501C	Summer Brook Way		Hearthstone Manor
Brown	Sharon R.	1	4	E Bullrush Drive		Meadows at Shawnee
Bruce	Frank George	1	11	Fairway Street		Orchard Hill
Bruce	Marta	1	11	Fairway Street		Orchard Hill
Bryant	Victoria Denise	4	602	Silver Hill Apartments		
Buczek	Carl F.	3	19603	Drummond Drive		Fork Landing
Buczek	Linda L.	3	19603	Drummond Drive		Fork Landing
Bulkilvish	Samantha Jean	4	126	NW Second Street		
Bullock	Beverly G.	2	6	Delaware Avenue		
Bullock	Kimberly Ann	2	7	Delaware Avenue		
Bullock	William E. Jr.	2	6	Delaware Avenue		
Bumbrey	Daphne C.	2	18508	Thelma Lane		Walnut Village
Bunselmeyer	Frances B.	2	109	School Place		
Bunselmeyer	Louis Richard	2	109	School Place		
Burk	Albert J.	2	423	Kings Highway		
Burk	Amanda S.	2	423	Kings Highway		
Burk	Blanche A.	4	5	Linstone Lane	101	Silver Lake Apartments
Burk	James Frederick	2	129	School Place		
Burke	Dorothy J.	1	40	Meadow Lark Drive		Meadows at Shawnee
Burke	Neil A.	1	40	Meadow Lark Drive		Meadows at Shawnee
Burkett	Nancy J.	2	1035	S DuPont Boulevard		
Burlingame	Robert Matthew	1	318	Matthew Circle		Matlinds Estates
Burns	Brenda M.	2	414	Kings Highway		
Burrington	Cory L.	3	503	SE Front Street		
Burris	Janice H.	2	602	Reed Road		Lakelawn Estates
Burris	Michael W.	2	420	Kings Highway		
Burrows	Samuel C. III	1	500	Gilcrest Street		
Burton	Ann	2	208	Grier Lane		
Burton	Carla J.	1	3402H	N Sagamore Drive		Hearthstone Manor
Burton	David G.	2	208	Grier Lane		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Butcavage	Lorraine D.	1	9	Little Pond Drive		Meadows at Shawnee
Butcavage	Nicholas J.	1	9	Little Pond Drive		Meadows at Shawnee
Buttofoco	Rocco	4	112	Starland Way		Knotts Landing
Butz-Miller	Melissa K.	2	503	Crestview Drive		Lakelawn Estates
Byer	William B.	1	8	Homestead Boulevard		Hearthstone Manor
Byerly	Richard M.	3	805	SE Second Street		
Cahall	Arthur B. III	2	446	Kings Highway		
Cahall	Lori Leigh	3	808	SE Front Street		
Caiola	Debra M.	2	107	S Church Street		
Caiola	Robert M.	2	107	S Church Street		
Calhoun	Robin L.	3	205	North Street		
Callahan	Billy B.	2	439	Kings Highway		
Callaway	Dorothy J.	4	203	Parson Thorne Apartments		
Callaway	Kenneth Price	2	202	Grier Lane		
Callaway	Robert E.	3	520	Cedar Beach Road		
Callaway	Ruth L Melott	1	3502F	N Sagamore Drive		Hearthstone Manor
Callaway	Shirley Deats	2	202	Grier Lane		
Callaway	Thomas E.	4	203	Parson Thorne Apartments		
Calvert	Carol T.	1	702	SE Fifth Street		
Calvert	James Bishop	1	702	SE Fifth Street		
Campagani	Anthony R.	1	805	SE Fifth Street		
Campagani	Lori Jean	1	805	SE Fifth Street		
Campana	Betsy Ann Raymond	2	506	Kings Highway		
Campbell	Arthur James	1	6	Little Pond Drive		Meadows at Shawnee
Campbell	Charles A.	1	113	Hickory Branch Court		Hearthstone Manor
Campbell	David C.	3	15	NW Second Street		
Campbell	Deborah H.	1	103	Hickory Branch Court		Hearthstone Manor
Campbell	Veronica	1	6	Little Pond Drive		Meadows at Shawnee
Campos	Maria Hortensia	1	102	Marlin Court		Orchard Hill
Cannon	James Edward Jr.	3	23	NW Second Street		
Cannon	Justin R.	2	806	S Walnut Street		
Cannon	Stephen Gregory	2	806	S Walnut Street		
Canti	Juan J.	2	104	SE Second Street		
Cantwell	Timothy D.	2	14	Pennsylvania Avenue		
Caputo	Joanne L	1	9	Windy Drive		Meadows at Shawnee
Cardell	Margery A.	1	3301A	S Sagamore Drive		Hearthstone Manor

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Carmean	Jacqueline W.	1	102	McCoy Street		
Carmean	Richard Dennis	1	102	McCoy Street		
Carpenter	Louis H. Jr.	3	9	General Torbert Drive		Sawmill Village
Carr	Ann T.	1	1	Little Birch Drive		Hearthstone Manor
Carr	Brenda K.	3	700	SE Second Street		
Carr	Leonard G. Sr.	1	1	Little Birch Drive		Hearthstone Manor
Carr	Rachel Helen	2	308	S Washington Street		
Carr	Raymond Richard	2	308	S Washington Street		
Carter	JoAnn	2	13	Delaware Avenue		
Carter	Judy K.	3	303	Pierce Street		
Carter	Kim C.	2	13	Delaware Avenue		
Carter	William R.	2	511	Seabury Avenue		
Cartwright	Andre Jevon	4	21	Linstone Lane	1	
Cartwright	Rita C.	4	711	Truitt Avenue Ext		
Cartwright	Sydney A.	4	711	Truitt Avenue Ext		
Cartwright	Theron E.	4	711	Truitt Avenue Ext		
Cassase	Robert J.	2	405	Misphillion Apartments		
Cassedy	Gary R.	3	705	N Walnut Street		
Cavanaugh	Linda E.	1	7	E Green Lane		Orchard Hill
Cavanaugh	Michael M.	1	7	E Green Lane		Orchard Hill
Cephas	Sharon Y.	4	4	Lucia Circle		
Cephas-Morris	Felicia E.	4	606	North Street Ext		
Chamberlain	Kevin Brian	1	4701D	Summer Brook Way		Hearthstone Manor
Chamberlin	Sharon S.	2	8	W Clarke Avenue		
Chapman	Diane	4	5	Linstone Lane	319	Silver Lake Apartments
Chapman	Domeka W.	4	602	Truitt Avenue Ext		
Chapman	James J. Jr.	4	443	North Street		
Chasanov	William M.	2	300	S Walnut Street		
Chen	Byron G.	2	709	N Shore Drive		North Shores
Chen	Kitty R.	2	709	N Shore Drive		North Shores
Chilton	Henrietta I.	1	38	Meadow Lark Drive		Meadows at Shawnee
Chilton	Thomas J.	1	38	Meadow Lark Drive		Meadows at Shawnee
Chodkowski	Jean C.	2	314	Lakelawn Drive		Lakelawn Estates
Christensen	Kathryn Elaine	2	6	S Maple Avenue		
Christensen	Robert Mark	2	6	S Maple Avenue		
Churilla	David John	4	166	Church Hill Road		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Cilano	Charles	1	103	Barksdale Court		Hearthstone Manor
Cilano	Kristine Schuster	1	103	Barksdale Court		Hearthstone Manor
Cimo	Mary E.	3	410	East Street		
Cinelli-Miller	Jennifer	2	715	New Street		
Cioni	Albert	1	34	Meadow Lark Drive		Meadows at Shawnee
Clark	Karen A.	1	8	Delores Court		Orchard Hill
Clark	Mary Edna	4	612	North Street Ext		
Clark	Michael Andrew	1	34	Clearview Drive		Hearthstone Manor
Clarke	Barbara A.	1	1	E Bullrush Drive		Meadows at Shawnee
Clarke	Charles Wilson	1	1	E Bullrush Drive		Meadows at Shawnee
Clark-Thompson	Sara Martha	1	34	Clearview Drive		Hearthstone Manor
Clauges	Frank T. Jr	3	815	SE Second Street		
Clauges	Sylvia M	3	815	SE Second Street		
Clayville	John Mark	2	628	NW Front Street		
Clendaniel	Anna	2	700	Marvel Road		Genesis Health Care
Clendaniel	Cheryl Lynn	2	22	Nelson Street		
Clendaniel	Deborah W.	2	302	S Walnut Street		
Clendaniel	F. Brooke	2	302	S Walnut Street		
Clendaniel	Gloria	1	516	Marshall Street		
Clendaniel	Henry L. Jr.	3	919	SE Second Street		
Clendaniel	Juanita M	3	711	N Washington Street		
Clendaniel	Lawrence E.	2	300	Hall Place		
Cline	Drew Douglas	2	10	W Clarke Avenue		
Cline	Melody Ayn	2	10	W Clarke Avenue		
Clough	Louis Curtis	1	802	Joshua Drive		Matlinds Estates
Coherd	Jeanne Marie	2	211	Lakelawn Drive		Lakelawn Estates
Coherd	Richard W.	2	211	Lakelawn Drive		Lakelawn Estates
Cole	Trudy G.	1	618	Cedarwood Avenue		Marshall Commons
Coleman	Carol Susan	4	234	S Landing Drive		Knotts Landing
Colletti	Johanna C.	1	13	Homestead Boulevard		Hearthstone Manor
Collins	Christoher Robert	3	63	General Torbert Drive		Sawmill Village
Collins	Cynthia H.	3	66	Cedar Beach Road		
Collins	Joseph E.	1	22	W Bullrush Drive		Meadows at Shawnee
Collins	Katherine	4	5	Linstone Lane		Silver Lake Apartments
Collins	Kenneth W.	3	66	Cedar Beach Road		
Collins	Mary Catherine	1	22	W Bullrush Drive		Meadows at Shawnee

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Comstock	Helen Mae	2	604	Marvel Road		Lakelawn Estates
Comstock	Janice L.	2	442	Kings Highway		
Comstock	Richard D.	2	604	Marvel Road		Lakelawn Estates
Comstock	Richard D. Jr.	2	442	Kings Highway		
Condiff	Violet M.	4	107	West Street		
Connelly	Norma P.	2	1203	Misphillion Apartments		
Connelly	Rosemary	1	107	Barksdale Court		Hearthstone Manor
Corder	Ida S.	2	560	S DuPont Boulevard		
Cordier	Joanne P.	1	203	Matthew Circle		Matlinds Estates
Cornwell	Janelle Marie	1	612	McColley Street		
Cornwell	Leika Lewis	3	350	Shore Lane		Lighthouse Estates
Cornwell	Terrell Wayne Jr.	3	350	Shore Lane		Lighthouse Estates
Cortright	Laura M.	2	500	Caulk Road		Lakelawn Estates
Cortright	Paul Hanford	2	500	Caulk Road		Lakelawn Estates
Corwin	Joe-Anne H.	1	704	Cedarwood Court		Marshall Commons
Corwin	Kevin Robert	1	704	Cedarwood Court		Marshall Commons
Cotton	Thomas G.	1	16	E Bullrush Drive		Meadows at Shawnee
Coulbourne	Gary L.	2	512	Crestview Drive		Lakelawn Estates
Coulet	Dominique R.	3	15	Marshall Street		
Coverdale	Charles A.	2	7	Donovan Street		
Coverdale	Clifford Keith	3	515	N Washington Street		
Coverdale	Clifford Wilson	2	111 1/2	School Place		
Coverdale	Cynthia R.	4	1022	N Walnut Street		
Coverdale	Donna Lee	3	515	N Washington Street		
Coverdale	Earl A.	3	203	Bridgeham Avenue		
Coverdale	Eric William	1	3301C	N Sagamore Drive		Hearthstone Manor
Coverdale	Jeffrey C.	3	42	Fisher Avenue		
Coverdale	Marcia A.	2	7	Donovan Street		
Coverdale	Noela M.	3	203	Bridgeham Avenue		
Coverdale	Tara J.	2	111 1/2	School Place		
Covington	David	2	431	S Walnut Street		
Cox	James Abram	2	18543	Eleanor Lane		Walnut Village
Cox	Marguerite Josephine	1	13	Windy Drive		Meadows at Shawnee
Cox	Patricia A.	2	18543	Eleanor Lane		Walnut Village
Crabb	Patricia H.	2	430	Kings Highway		
Crawford	Dolly M.	4	503	Ashley Way		Milford Crossing

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Crawford	Robin L.	1	303	Lovers Lane		
Cripps	Gary D.	1	26	Fairway Street		Orchard Hill
Cromer	Darrell R.	3	507	N Walnut Street		
Cromer	Debra S.	3	507	N Walnut Street		
Crossley	Eric Edward	1	26	Kingston Terrace		Hearthstone Manor
Crossley	Loretta	1	26	Kingston Terrace		Hearthstone Manor
Croteau	Camille	1	134	W Green Lane		Orchard Hill
Croteau	Wilfred J. III	1	134	W Green Lane		Orchard Hill
Crouch	Clifford T.	2	510	Crestview Drive		Lakelawn Estates
Crouch	Vaughn P.	2	510	Crestview Drive		Lakelawn Estates
Culotta	Charles R.	2	6	E Clarke Avenue		
Culotta	Francis Todd	2	211	S Walnut Street		
Culotta	Kalle Anne	2	211	S Walnut Street		
Culp	Anna M.	2	5	Delaware Avenue		
Curiel	Christine	1	315	McColley Street		
Curran	Pamela Mary	3	207	Marshall Street		
Currie	Jack Daniel	3	200	NE Fourth Street		
Currie	Jack Daniel	4	5	NW Fourth Street		
Daino	Alice	1	24	Fairway Street		Orchard Hill
Daino	Edward	1	24	Fairway Street		Orchard Hill
Daisey	Ronald	2	510	Lakeview Avenue		
Dakin	Janet Lillian	1	6	Clearview Drive		Hearthstone Manor
Dale	Donna M.	3	1006	SE Second Street		
Dalik	David W.	1	138	Rock Ledge Court		Hearthstone Manor
Dalik	Geraldine	1	138	Rock Ledge Court		Hearthstone Manor
Daly	Joanne M.	1	4	Little Pond Drive		Meadows at Shawnee
Daly	Patrick Pearse	1	4	Little Pond Drive		Meadows at Shawnee
Daly	Robert E.	1	4	Little Pond Drive		Meadows at Shawnee
Daniels	Cynthia L.	4	100	Moyer Circle	A	
Daniels	Wauneti J.	4	102	Parson Thorne Apartments		
David	Kathleen A.	2	204	S Walnut Street		
David	Lauren E.	2	7	Nelson Street		
David	Luis L.	2	204	S Walnut Street		
Davis	Adam Ryan	2	714	New Street		
Davis	Betty Lou	1	4303I	Fullerton Court		Hearthstone Manor
Davis	Betty Lou	2	11	SE Second Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Davis	Carol Joann	2	723	Seabury Avenue		
Davis	Claretta	3	804	N Washington Street		
Davis	Debra A.	3	911	Berry Lane		
Davis	Donna J.	1	701	Lindsay Lane		Matlinds Estates
Davis	Gordon P.	3	601	N Walnut Street		
Davis	Helen E.	4	1020	N Walnut Street		
Davis	Jehu M. Jr.	1	113	Barksdale Court		Hearthstone Manor
Davis	Jerry K.	2	216	NW Front Street		
Davis	Jo Ann W.	2	5	W Clarke Avenue		
Davis	Jonathan Tyler	1	701	Lindsay Lane		Matlinds Estates
Davis	Kathryn W.	3	9	NE Sixth Street		
Davis	Kenneth C.	1	701	Lindsay Lane		Matlinds Estates
Davis	Marie R.	1	113	Barksdale Court		Hearthstone Manor
Davis	Marjorie J.	1	7	Windy Drive		Meadows at Shawnee
Davis	Mark Charles	2	5	W Clarke Avenue		
Davis	Patricia Ann	1	1	Misty Vale Court		Meadows at Shawnee
Davis	Raleigh Jr.	3	911	Berry Lane		
Davis	Redmond	1	1	Misty Vale Court		Meadows at Shawnee
Davis	Richard James	2	723	Seabury Avenue		
Davis	Robert J.	1	7	Windy Drive		Meadows at Shawnee
Davis	Sadie M.	4	207	NW Third Street		
Davis	Sherry Lee	4	443	North Street		
Davis	Susan L.	2	216	NW Front Street		
Davis	Sylvester	4	104	N Church Street		
Davis	Victoria L.	1	305	Fisher Avenue		
Davis	William H.	1	4303I	Fullerton Court		Hearthstone Manor
Davis	William H.	2	11	SE Second Street		
Davis-Western	Latricia E	4	104	N Church Street		
Dawson	Earl Jesse Jr	1	15	E Bullrush Drive		Meadows of Shawnee
Dawson	Janet Elaine	1	1	Lenape Lane		Meadows at Shawnee
Dawson	Maria A.	1	15	E Bullrush Drive		Meadows of Shawnee
Day	George E.	2	412	S Walnut Street		
De Vastey	Yvonne Vance	1	161	Aspen Court		Hearthstone Manor
Deeney	Joshua Steven	3	324	SE Second Street		
Dellinger	Bradley Jay	3	605	SE Third Street		
Dellinger	Lynn Elaine	3	605	SE Third Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Delorme	Dorothy	1	143	Barksdale Court		Hearthstone Manor
Delrossi	Jeannine	1	4	Windy Drive		Meadows at Shawnee
Delrossi	Kent C.	1	4	Windy Drive		Meadows at Shawnee
DeMartin	Peggy J.	3	39	N Walnut Street		
Dennehy	Bradley A.J.	2	305	Hall Place		
Dennehy	Kristin Yvette	2	305	Hall Place		
Denneny	Colleen M.	3	42	Fisher Avenue		
Densten	Marilyn A.	1	7	E Bullrush Drive		Meadows at Shawnee
Densten	Paul L.	1	7	E Bullrush Drive		Meadows at Shawnee
Deputy	Margarett A.	4	614	Parson Thorne Apartments		
Derrickson	Susan L.	2	2	Sunset Lane		
DeRue	Barbara E.	1	17	E Bullrush Drive		Meadows at Shawnee
DeRue	John III	1	17	E Bullrush Drive		Meadows at Shawnee
Deshaies	Jeanne M	2	500	S DuPont Boulevard		The Heritage
Devan	Constance Marie	1	13	Kingston Terrace		Hearthstone Manor
Devaughn	Carrie Leona	1	137	Rock Ledge Court		Hearthstone Manor
Devita	Judith Elaine	2	304	Regent Road		Lakelawn Estates
Devita	Louis J.	2	304	Regent Road		Lakelawn Estates
Dickerson	Derrick J.	2	7	Delaware Avenue		
Dickerson	Doris L.	4	502	N Church Street		
Dickerson	Frances M.	3	901	SE Third Street		
Dickerson	Jack N.	3	609	N Walnut Street		
Dickerson	Nancy K.	3	609	N Walnut Street		
DiCostanzo	Kevin L.	1	310	Matthew Circle		Mattlinds Estates
Digialleonardo	Virginia Carole	1	4402G	Summer Brook Way		Hearthstone Manor
Dill	Carolyn E.	3	212	N Walnut Street	A	
Dillon	April Marie	1	22	Fairway Street		Orchard Hill
Diogo	Teresa Toni	3	222	NE Second Street		
Diorato	Michael Peter	4	240	S Landing Drive		Knotts Landing
Diskau	Helene A.	2	431	Kings Highway		
Diskau	John R.	2	431	Kings Highway		
Dohring	Nancy W.	4	5	Linstone Lane	3	Silver Lake Apartments
Donnellan	Hubert J.	4	103	Starland Way		Knotts Landing
Donnelly	James M.	3	802	SE Front Street		
Donnelly	Patricia A.	3	802	SE Front Street		
Donovan	George R.	3	913	SE Third Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Donovan	Jay R.	3	1020	SE Second Street		
Donovan	Meta Mae	3	711	N Washington Street		
Donovan	Phyllis A.	1	102	Rock Ledge Court		Hearthstone Manor
Doran	Andrew Daniel	2	409	S Walnut Street		
Doran	Anne L.	4	133	N Landing Drive		Knotts Landing
Doran	Beverly W.	2	409	S Walnut Street		
Doran	Charles L.	4	133	N Landing Drive		Knotts Landing
Doran	Katie Brown	2	409	S Walnut Street		
Doran-Beutler	Elizabeth R.	2	409	S Walnut Street		
Dorler	Nancy-Ellen Marie	1	601	Maple Street		Marshall Commons
Dottoli	Donna Jo	2	1401	Misphillion Apartments		
Downes	Betty	3	306	S Rehoboth Boulevard		
Downes	Gary Wayne	2	510	Kings Highway		
Downes	Lena Mae	1	303	Richard Street		
Downes	Victoria A.	2	510	Kings Highway		
Doyle	Catherine C.	4	111	NW Third Street	A	
Draper	Anne L.	4	503	Parson Thorne Apartments		
Duffy	Delema M.	4	509	West Street		
Duffy	Frederick A.	4	509	West Street		
Dula	Andrea M.	1	115	W Green Lane		Orchard Hill
Duncan	Carol A.	3	509	N Walnut Street		
Duncan	Lorraine E.	1	408	Marshall Street		
Duncan	Nicole Mae	3	214	Charles Street		
Duncan	Philip L.	3	214	Charles Street		
Duncan	Richard R.	3	509	N Walnut Street		
Dunlap	Dwayne David	1	4	Costabella Lane		Orchard Hill
Dunlap	Susan Claire	1	4	Costabella Lane		Orchard Hill
Duphily	Francis Jane	2	15	Nelson Street		
Duvalier	Louis	4	107	N Church Street		
Eastburn	Anna L.	2	405	Lakelawn Drive		Lakelawn Estates
Eaton	John Robert	1	4403K	Summer Brook Way		Hearthstone Manor
Eck	Dennis Thomas	1	3103L	W Brookmeyer Drive		Hearthstone Manor
Eck	Shirley Louise	1	3103L	W Brookmeyer Drive		Hearthstone Manor
Edmondson	Guy Mitchell	2	208	Lakeview Avenue		
Edmondson	Loretta I.	2	208	Lakeview Avenue		
Edwards	Doris J.	1	312	Marshall Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Egan	Melinda Larimore	1	602	McColley Street		
Egan	Trevor J	1	602	McColley Street		
Ehrmann	Ann Sonetto	2	817	Seabury Avenue		
Ehrmann	George H.	2	817	Seabury Avenue		
Ehrmann	George H. Sr.	2	817	Seabury Avenue		
Eickman	Kevin James	2	721	New Street		
Eisenbrey	Joan Louise	2	16	Delaware Avenue		
Eisenbrey	John C.	3	801	SE Front Street		
Eisenbrey	John C. III	2	16	Delaware Avenue		
Eisenbrey	Michelle L.	3	801	SE Front Street		
Eisenbrey	Thomas Ryan	3	801	SE Front Street		
Eitelbach	Elaine M.	1	303	Columbia Street		
Elliott	Dodson Edward	2	203	Lakelawn Drive		Lakelawn Estates
Elliott	Granville A.	3	604	SE Front Street		
Elliott	Ronald N.	1	310	McColley Street		
Ellison	Abraham L.	2	604	Marvel Road		Lakelawn Estates
Ellison	Betty	2	604	Marvel Road		Lakelawn Estates
Ellison	James J	1	163	Rock Ledge Court		Hearthstone Manor
Elton	Richard Alan	1	111	W Green Lane		Orchard Hill
Elton	Suzanne L.	1	111	W Green Lane		Orchard Hill
Emory	Alice M.	2	500	S DuPont Boulevard		The Heritage
Emory	Donald M.	2	4	Pennsylvania Avenue		
Emory	Hunter Jacob	2	110	Old Shawnee Road		
Emory	Janna Kay	1	7403	Cedar Creek Road		
Emory	Judy L.	1	7403	Cedar Creek Road		
Emory	Patrick Jason	1	7403	Cedar Creek Road		
Ennis-Jopp	Joyce E.	1	23	Kingston Terrace		Hearthstone Manor
Erickson	David Paul	2	700	SE Fourth Street		
Erickson	Vivian L.	2	700	SE Fourth Street		
Ermer	Marguerite Mary	1	3302H	N Sagamore Drive		Hearthstone Manor
Ermer	William Douglas	1	3302H	N Sagamore Drive		Hearthstone Manor
Ernsberger	Donna Kay	1	109	Marlin Street		Orchard Hill
Ernsberger	James Clifford	1	109	Marlin Street		Orchard Hill
Escalante	Rosa Luz	4	200	Valley Drive		Valley Run Apts
Eustis	John Vincent Jr	3	713	N Walnut Street		
Evans	Betty A.	4	121	NW Front Street	B	

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Evans	Edward B.	3	705	N Walnut Street		
Evans	Laonda Sue	1	16	Clearview Drive		Hearthstone Manor
Evans	Martha Lee	2	313	Hall Place		
Evans	Ronald T.	1	315	Fisher Avenue		
Evans	Rosellen G.	2	121	School Place		
Evans	Veronica K.	3	705	N Walnut Street		
Evans-Keesler	Rebecca A.	1	315	Fisher Avenue		
Evers	Eric Wayne	1	16	Big Pond Drive		Meadows at Shawnee
Evers	Paige Geraldine	1	16	Big Pond Drive		Meadows at Shawnee
Ewadinger	Maureen E.	1	5	Little Pond Drive		Meadows at Shawnee
Fader	Doris	2	30	McCoy Street		
Fair	Susan E.	4	113	Bright Way		Brightway Commons
Fantozzi	Anthony J.	4	107	Alexa Court		Knotts Landing
Fantozzi	Christine A.	4	107	Alexa Court		Knotts Landing
Farrell	Colleen Ann	4	11	Rogers Drive		
Farrell	Dorothy A.	1	16	W Bullrush Drive		Meadows at Shawnee
Farrell	Robert J Jr.	1	16	W Bullrush Drive		Meadows at Shawnee
Farrell	Robert John	1	16	W Bullrush Drive		Meadows at Shawnee
Farrell	Thomas Francis	4	11	Rogers Drive		
Faulkner	Sharon S.	3	406	SE Front Street	A	
Fearn	Ann Elizabeth	1	7	Royal Drive		Orchard Hill
Fearn	Kenneth Brian	1	7	Royal Drive		Orchard Hill
Feehan	John S.	1	103	Beaufort Lane		Orchard Hill
Feehan	Marion C.	1	103	Beaufort Lane		Orchard Hill
Feindt	Jennifer Lynn	3	302	Carlisle Lane		
Feindt	Sharon A.	2	4	Lakelawn Drive		Lakelawn Estates
Feindt	Walter G.	2	4	Lakelawn Drive		Lakelawn Estates
Felder	Brian C.	2	105	Lakelawn Drive		Lakelawn Estates
Felder	Marianne L.	2	105	Lakelawn Drive		Lakelawn Estates
Fenton	Susan Catherine	1	6	E Green Lane		Orchard Hill
Ferracci	Evelyn R.	1	3401A	S Sagamore Drive		Hearthstone Manor
Ferrell	Janet Williams	3	19592	Drummond Drive		Fork Landing
Ferrell	John E	3	19592	Drummond Drive		Fork Landing
Fildes	Robert R	2	215	S Walnut Street	A	
Finocchiaro	June Ellen	2	213	S Walnut Street		
Fioca	Starr J	4	818	Warner Road		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Fischer	Joanne T.	2	12	Lakelawn Drive		Lakelawn Estates
Fisher	Carlton	2	202	Cherry Street		
Fisher	Donald	2	502	Crestview Drive		Lakelawn Estates
Fisher	Lenore Jean	1	300	Matthew Circle		Matlinds Estates
Fisher	Patricia M.	2	502	Crestview Drive		Lakelawn Estates
Fister	Holly K.	3	509	Carlisle Lane		
Fitz	Norman Alonzo	1	161	Aspen Court		Hearthstone Manor
Fitzcharles	Carl D.	1	3	Little Birch Drive		Hearthstone Manor
Fitzgerald	Lisa M.	2	414	Evergreen Circle		
Fitzgerald	Mary L.	2	1031	S Walnut Street		
Flanary	Sandra Schwartz	1	6177	Kirby Road		Meadows at Shawnee
Flanary	Willard Oland	1	6177	Kirby Road		Meadows at Shawnee
Fleishman	Michael C	1	9	Windy Drive		Meadows at Shawnee
Fogel	Stuart Marshall	1	10	W Thrush Drive		Meadows at Shawnee
Fondren	Carl J.	4	140	N Landing Drive		Knotts Landing
Forbes	Gordon S.	1	2	Fairway Court		Orchard Hill
Forbes	Margaret A.	1	2	Fairway Court		Orchard Hill
Fort	Delores L.	4	518	Truitt Avenue		
Foster	JoAnn	2	38	N Walnut Street		
Fountain	Alfredia	4	602	North Street Ext		
Fountain	Franklin A.	4	516	N Church Street		
Fountain	Gwendolyn M.	4	608	Truitt Avenue Ext		
Fountain	Janice L.	4	604	Truitt Avenue Ext		
Fowler	Alisa Charlene	3	82	Shore Lane		Lighthouse Estates
Fowler	Charlene Patricia	3	329	S Rehoboth Boulevard		
Fowler	Fayette Leroy	3	364	Shore Lane		Lighthouse Estates
Fox	Charlotte D.	3	802	SE Second Street		
Fox	Connie	2	809	New Street		
Fox	Phyllis M.	1	200	E Clarke Avenue		
Fox	William J.	1	200	E Clarke Avenue		
France	Richard W.	1	612	Beechwood Avenue		Marshall Commons
Francis	Kay O.	2	118	NW Front Street		
Franklin	Teresa E.	4	5	Lucia Circle		
Franklin	Teresa M.	4	604	N Church Street		
Frazer-Giles	Angelyn Celestine	3	5608	Camberly Drive		Fork Landing
Frazier	Allen R	3	513	N Walnut Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Frederick	John Martin	2	405	S Walnut Street		
Frederick	Suzannah Martin	2	405	S Walnut Street		
Freeberger	Minge A.	3	19591	Drummond Drive		Fork Landing
Freebery	Mark	1	2	E Bullrush Drive		Meadows at Shawnee
Freebery	Nancy Bennett	1	2	E Bullrush Drive		Meadows at Shawnee
French	Alvin W.	2	512	Kings Highway		
French	Beverly A.	3		N Washington Street (MD-16-174.18.02-30.00)		
French	Cynthia W.	2	512	Kings Highway		
French	M. Russell	3		N Washington Street (MD-16-174.18.02-30.00)		
Frey	Sonja M.	3	208	Lovers Lane		
Frith	Viola H.	4	111	NW Third Street	B	
Frost	Thaddeus W.	2	108	Lakelawn Drive		Lakelawn Estates
Fry	Holly M.	2	501	S Walnut Street		
Fry	Kerri Burton	2	501	S Walnut Street		
Fullman	Dorothy	3	19	Columbia Street		
Fullman	Sadie	3	21	Columbia Street		
Fullman	Yvonne Denise	4	427	North Street		
Fulton	Amanda Marie	2	15	E Clarke Avenue		
Fulton	Andrew Paul	2	15	E Clarke Avenue		
Furlong	Edward	1	10	W Bullrush Drive		Meadows at Shawnee
Furlong	Lois M.	1	10	W Bullrush Drive		Meadows at Shawnee
Furnish	Dorothy P.	2	508	Kings Highway		
Gaffney	Daniel M.	2	307	S Walnut Street		
Gagne	Roger	2	1	Gagne Lane		
Gallego	Margaret K.	3	803	N Washington Street		
Garbutt	Ella F.	2	105	Wilbur Street		
Garbutt	John W.	2	105	Wilbur Street		
Garner	Martha E.	1	632	Marshall Street		
Garner	Robert L.	1	632	Marshall Street		
Geise	Ellis W.	2	7	W Clarke Avenue		
Geise	Marian M.	2	7	W Clarke Avenue		
Genco	David Thomas	1	17	W Thrush Drive		Meadows at Shawnee
Genco	Lisa Maire	1	17	W Thrush Drive		Meadows at Shawnee
George	Diane S.	3	9	Governor Burton Court		Sawmill Village
Gerber	Ronald Dale	3	36	General Torbert Drive		Sawmill Village
Getz	Eric A.	2	603	Reed Road		Lakelawn Estates

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Giannone	Julieann E.	1	3	W Thrush Drive		Meadows at Shawnee
Giannone	Riccardo Giovanni	1	3	W Thrush Drive		Meadows at Shawnee
Gibson	Douglas A.	4	704	North Street Ext		
Gibson	Evelyn Mary	1	155	Rock Ledge Court		Hearthstone Manor
Gilbert	Gerri L.	1	3401C	N Sagamore Drive		Hearthstone Manor
Gilbert	Lisette C.	1	25	E Green Lane		Orchard Hill
Giles	Michael Howard	3	5608	Camberly Drive		Fork Landing
Gilewski	Teresa J.	4	2	Archers Way		Archers Knoll
Gill	Charles E. Jr.	3	209	McColley Street		
Gill	Dora J.	3	209	McColley Street		
Gillespie	Brenden Patrick	3	508	Mispyllion Street		
Gillespie	David A.	3	505	N Washington Street		
Gillespie	Harvey D.	3	508	Mispyllion Street		
Gillespie	Laraine J.	3	508	Mispyllion Street		
Gillespie	Margaret A.	3	505	N Washington Street		
Gillespie	Steven D.	2	1025	S Walnut Street		
Gillette	Betty J.	1	304	Richard Street		
Gilliss	Andrew Glenn	3	41	Shore Lane		Lighthouse Estates
Ginn	Vivian Fowler	1	20	Clearview Drive		Hearthstone Manor
Givens	Gary F.	2	608	S Walnut Street		
Gladstone	John R.	1	1	E Green Lane		Orchard Hill
Gladstone	Sheila M.	1	1	E Green Lane		Orchard Hill
Gleason	Charles O.	3	301	SE Second Street		
Gleysteen	Diana M.	2	426	S Walnut Street		
Gleysteen	Dirk Graham	2	426	S Walnut Street		
Godwin	Dawn M.	3	811	SE Second Street		
Godwin	Milton B.	3	811	SE Second Street		
Goldstein	Marsha	1	15	W Thrush Drive		Meadows at Shawnee
Goldstein	Paul R.	1	15	W Thrush Drive		Meadows at Shawnee
Gonzalez	Elaise	3	803	SE Second Street	A	
Good	Christopher Alexander	3	411	East Street		
Good	Joan Silvers	3	411	East Street		
Gooden	Jayne Nicole	1	310	Fisher Avenue		
Goodman	D. Corrine	1	803	Joshua Drive		Matlinds Estates
Goodman	James P.	1	803	Joshua Drive		Matlinds Estates
Goodwin	Shirley E.	3	204	Charles Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Goracci	Marie	1	404	Matthew Circle		Matlinds Estates
Goracci	Robert	1	404	Matthew Circle		Matlinds Estates
Gordon	Georgia Dillon	1	9	Hickory Branch Lane		Hearthstone Manor
Gordon	Pamela Geneen	4	114	Bright Way		Brightway Commons
Gordon	Robert Elton	1	9	Hickory Branch Lane		Hearthstone Manor
Gorrin	Ann R.	2	125	School Place		
Gorrin	Daniel Peter	2	125	School Place		
Gorrin	Paul E.	2	125	School Place		
Gosnell	Elaisa Sanchez	1	16	Little Pond Drive		Meadows at Shawnee
Gosnell	Peter J.	1	16	Little Pond Drive		Meadows at Shawnee
Goswick	Charles E.	1	5	Little Birch Drive		Hearthstone Manor
Gottfried	Benjamin F.	1	14	Royal Court		Orchard Hill
Gottfried	Nancy L.	1	14	Royal Court		Orchard Hill
Gottstein	Kim Louise	1	13	Royal Drive		Orchard Hill
Gough	Nicole F.	4	135	NW Front Street		
Grabowski	Henry	2	14	W Clarke Avenue		
Grabowski	Linda L.	2	14	W Clarke Avenue		
Graham	Pamela J.	3	26	General Torbert Drive		Sawmill Village
Graham	Susannah C.	2	511	S Walnut Street		
Grammer	Brian L.	1	4	Royal Court		Orchard Hill
Green	Barbara Jean	4	239	S Landing Drive		Knotts Landing
Green	Katsuyo S.	3	617	N Walnut Street		
Green	Priscilla J.	2	415	Kings Highway		
Green	Richard A.	2	415	Kings Highway		
Greenage	Paul W.	3	218	N Walnut Street		
Greenwood	Anna E.	1	139	Hickory Branch Court		Hearthstone Manor
Gregory	Eleanor S.	1	304	Bridgeham Avenue		
Gregory	Ida Mae	3	104	Brady Drive		
Gregory	Maynard R. Jr.	1	304	Bridgeham Avenue		
Griffin	Emma Jane	4	220	North Street		
Griffin	Luther J.	4	220	North Street		
Griffith	Nancy Jo	1	35	Little Birch Drive		Hearthstone Manor
Griffith	Thomas Calvin	1	35	Little Birch Drive		Hearthstone Manor
Grimanelis	Gary D.	1	33	Meadow Lark Drive		Meadows at Shawnee
Griner	Donna Lynn	4	166	Church Hill Road		
Guerke	Gwen F.	2	709	S Walnut Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Gunning	Emma W.	2	317	S DuPont Boulevard		
Haack	Audrey H.	2	814	New Street		
Haack	Clifford W.	2	814	New Street		
Hakes	Jennifer L.	3	813	N Washington Street		
Hall	David William	1	106	Marlin Court		Orchard Hill
Hall	Janice L.	1	106	Marlin Court		Orchard Hill
Halstead	Ward B.	4	226	S Landing Drive		Knotts Landing
Hamer	Patricia E.	1	135	Aspen Court		Hearthstone Manor
Hamer	Thomas H.	1	135	Aspen Court		Hearthstone Manor
Hamilton	Mary M.	3	701	SE Front Street		
Hammond	Charles T. Jr.	4	608	North Street Ext		
Hammond	Eunice Regina	4	608	North Street Ext		
Hangstefer	Priscilla Lynn	1	14	W Thrush Drive		Meadows at Shawnee
Hardy	Alice S.	1	604	McColley Street		
Hardy	Sandra E.	1	521	McColley Street		
Hardy	William A. I.	1	604	McColley Street		
Hardy	William A. II	1	521	McColley Street		
Harkins	Ada E.	1	3103I	E Brookmeyer Drive		Hearthstone Manor
Harmon	Diana C.	4	304	Truitt Avenue		
Harmon	Theresa Y.	4		Truitt Avenue		
Harrington	Jean F.	4	800	Parson Thorne Apartments		
Harris	Anthony	2	101	Montgomery Street		
Harris	Fernando O.	2	200	SE Front Street		
Harris	John D.	3	25	McColley Street		
Harris	Ronald Dale	4	309	N Church Street		
Harris	Tina Y.	4	106	Bright Way		Brightway Commons
Harrison	Beverly Rhodes	1	141	Barksdale Court		Hearthstone Manor
Hart	Darcel D.	1	18	Little Pond Drive		Meadows at Shawnee
Hart	Samuel	1	18	Little Pond Drive		Meadows at Shawnee
Hastings	Bonnie J.	1	312	Fisher Avenue		
Hastings	Granville E. Jr.	1	312	Fisher Avenue		
Hastings	Rorie S.	3	41	Fisher Avenue		
Hatch	Timothy Albert	1	1002	Lemuel Street		
Hauck	John D.	1	5	Hickory Branch Lane		Hearthstone Manor
Haug	Laura Kristin	1	614	Beechwood Avenue		Marshall Commons
Hauser	Charles A.	1	302	McColley Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Hauser	Karen Renee	1	302	McColley Street		
Haverkamp	Howard F.	2	5	Donovan Street		
Hawk-Jarman	Jody Jeanette	2	316	Lakelawn Drive		Lakelawn Estates
Hayes	Karolyn S.	2	10	Causey Avenue		
Hayes	Paul D.	2	10	Causey Avenue		
Hazzard	Carla J.	1	703	Lindsay Lane		Matlinds Estates
Hazzard	Richard M.	1	703	Lindsay Lane		Matlinds Estates
Hazzard	Roy L.	4	108	N Church Street		
Hazzard	Vivian J.	2	503	Caulk Road		Lakelawn Estates
Heinold	Mary Ann	2	607	Lakelawn Drive		Lakelawn Estates
Heller	Betty M.	3	18	General Torbert Drive		Sawmill Village
Heller	David S.	3	18	General Torbert Drive		Sawmill Village
Hemshrot	Alva W.	1	101	W Green Lane		Orchard Hill
Hemshrot	Gene A.	1	101	W Green Lane		Orchard Hill
Henderlong	Shirley A.	3	44	Fisher Avenue		
Henderson	Carol S.	3	8	NW Second Street		
Henderson	Eugene W.	3	8	NW Second Street		
Hendley	Milton Francis	4	130	N Landing Drive		Knotts Landing
Hendley	Shari Ann	4	130	N Landing Drive		Knotts Landing
Hennelly	Michael J.	3	101	NE Tenth Street		
Hennelly	Sally Ann	3	101	NE Tenth Street		
Henry	Sophonra	3	107	Brady Drive		
Hepford	Sharon R.	1	139	Aspen Court		Hearthstone Manor
Hepford	Walter J.	1	139	Aspen Court		Hearthstone Manor
Herholdt	Thomas S.	2	603	New Street		
Herring	Carri Ann	3	215	Columbia Street		
Herring	Garrett W.	3	215	Columbia Street		
Herring	James B.	2	308	Regent Road		Lakelawn Estates
Herron	Christine Marie	4	10	Rogers Drive		
Herron	Dale Marie	4	106	Ginger Lane		Knotts Landing
Herron	David William	4	106	Ginger Lane		Knotts Landing
Hess	Nancy H	2	601	Seabury Avenue		
Hess	Patricia Ann	1	201	Beaufort Lane		Orchard Hill
Hess	Thomas Vernon	1	201	Beaufort Lane		Orchard Hill
Hicks	Harold E	4	400	N Church Street		
Hicks	Robert Wayne	1	311	Marshall Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Higgins	James L.	1	20	Meadow Lark Drive		Meadows at Shawnee
Higgins	Karyn J.	1	20	Meadow Lark Drive		Meadows at Shawnee
Hill	Mary	3	47	General Torbert Drive		Sawmill Village
Hill	Robert S.	4		Silver Lake Estates		
Hill	William D.	3	906	SE Second Street		
Hinex	Larry Jr.	1	26	Meadow Lark Drive		Meadows at Shawnee
Hinton	Carolyn E.	4	100	Bright Way		Brightway Commons
Hludzinski	Donna Marie	3	15	Anchor Lane		Lighthouse Estates
Hludzinski	Dorothy A.	3	111	Anchor Lane		Lighthouse Estates
Hludzinski	Robert C.	3	111	Anchor Lane		Lighthouse Estates
Hludzinski	Thomas M.	3	15	Anchor Lane		Lighthouse Estates
Hochstedler	Lois S.	2	428	S Washington Street		
Hoey	Amy L.	2	802	New Street		
Hoey	Conor Adrian	2	802	New Street		
Hoey	Walter J. III	2	802	New Street		
Hoie	Christine E.	1	22	Kingston Terrace		Hearthstone Manor
Holden	Claudia H.	4	100	Drew Street		
Holden	Elroy S.	4	100	Drew Street		
Holleger	Helen M.	2	401	Crestview Drive		Lakelawn Estates
Holleger	Hilda M.	3	101	Charles Street		
Holleger	Julia L.	1	3901B	Fullerton Court		Hearthstone Manor
Holleger	Richard J. Jr.	3	101	Charles Street		
Hollingsworth	Robert C.	2	719	S DuPont Boulevard		
Hollingsworth	Shirley A.	2	719	S DuPont Boulevard		
Hollis	Alicia	3	611	N Washington Street		
Holmes	Theresa C.	4	715	N Church Street		
Hood	Jana M.	4	30	NW Tenth Street		
Hood	Vernon J.	4	30	NW Tenth Street		
Hooper	Michael Lee	2	7	Mill Street		
Hooper	Rebecca M.	2	7	Mill Street		
Hopkins	Brenda D.	4	3	Lucia Circle		
Hopkins	Edith Z.	3	18	Marshall Street		
Hopkins	Harmon R.	3	18	Marshall Street		
Hopkins	Steven E.	4	3	Lucia Circle		
Horney	Edward H.	2	3	W Clarke Avenue		
Horney	Maryvone A.	2	3	W Clarke Avenue		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Hosbach	Norman A.	2	425	S Washington Street		
Houser	Doreen L.	3	403	N Walnut Street		
Houser	Lawrence J. Jr.	3	403	N Walnut Street		
Hovatter	Carrie Ann	2	301	Lakeview Avenue		
Hovatter	David Lester	2	301	Lakeview Avenue		
Hovatter	Matthew David	2	301	Lakeview Avenue		
Howard	Caleb Jr.	4	441	North Street		
Howard	Dena I.	1	114	Rock Ledge Court		Hearthstone Manor
Howard	Eli Jeremy	2	801	New Street		
Howard	Ernest J.	3	105	Bridgeham Avenue		
Howard	Jerald W.	2	707	Seabury Avenue		
Howard	Kevin E.	2	19	Nelson Street		
Howard	Lynn M.	2	19	Nelson Street		
Howard	Maxine R.	2	707	Seabury Avenue		
Howard	Megan Hudson	2	801	New Street		
Howard	Melva L.	3	105	Bridgeham Avenue		
Howell	Bonnie Lee	3	68	Cedar Beach Road		
Howell	Bruce	3	68	Cedar Beach Road		
Howell	Constance L.	2	317	S Walnut Street		
Hoyer	Michael W.	3	605	N Walnut Street		Apt 1/2
Hubbard	Kathleen Laremore	3	17	McColley Street		
Hudson	Curtis J.	2	504	Marvel Road		Lakelawn Estates
Hudson	Donald Walter	4	122	N Landing Drive		Knotts Landing
Hudson	George W.	1	15	E Green Lane		Orchard Hill
Hudson	Heather Marie	2	307	Hall Place		
Hudson	Judith K.	4	122	N Landing Drive		Knotts Landing
Hudson	Rebecca K.	2	504	Marvel Road		Lakelawn Estates
Hudson	Sandra Kay	1	15	E Green Lane		Orchard Hill
Hudson	Sara Thomas	1	26	Clearview Drive		Hearthstone Manor
Hudson	Scott James	2	307	Hall Place		
Hudy	Anthony W.	3	811	N Washington Street		
Hudy	Mary Jo	3	811	N Washington Street		
Huey	Jennifer Michelle	3	601	SE Second Street		
Huff	JoAnn H.	1	119	Hickory Branch Court		Hearthstone Manor
Huff	Warren R.	1	119	Hickory Branch Court		Hearthstone Manor
Hugg	Margaret R.	4	708	Parson Thorne Apartments		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Hughes	Frederick A. Jr.	3	206	NE Fourth Street		
Hughes	John M.	3	701	SE Second Street		
Hughes	Nancy M.	1	6	Fairway Court		Orchard Hill
Hughes	Patricia	1	3602E	N Sagamore Drive		Hearthstone Manor
Hughes	Shirley J.	3	206	NE Fourth Street		
Hughes	William A.	1	601	Montgomery Street		
Hughes	William S.	1	6	Fairway Court		Orchard Hill
Humes	Alan Wesley	2	513	Caulk Road		Lakelawn Estates
Humes	Carolyn M.	2	102	Lakelawn Drive		Lakelawn Estates
Humes	Harry E.	2	102	Lakelawn Drive		Lakelawn Estates
Humes	Thomas H.	2	510	Caulk Road		Lakelawn Estates
Hunt	Christine A.	1	147	Barksdale Court		Hearthstone Manor
Hunt	Peter J.	1	147	Barksdale Court		Hearthstone Manor
Hunter	Corry M.	2	103	S Church Street		
Hunter	Elsie R.	2	816	New Street		
Hunter	Gary M.	3	203	Charles Street		
Hunter	Rebekah J.	2	103	S Church Street		
Hunter	Sharon L.	3	203	Charles Street		
Hurd	Daniel Wayne	4	12	Rogers Drive		
Hurd	Jennifer L.	4	12	Rogers Drive		
Hurst	John S.	4	205	S Landing Drive		Knotts Landing
Hurst	Mary Carol	4	205	S Landing Drive		Knotts Landing
Hutcheson	Marc C.	3	19586	Drummond Drive		Fork Landing
Hutchman	Jean S.	4	111	Ginger Lane		Knotts Landing
Hutchman	Merry Lynn	4	111	Ginger Lane		Knotts Landing
Hutson	Kurt M.	2	6493	Shawnee Road		
Hutson	Sandra Watson	2	6493	Shawnee Road		
Irons	Charles G. Jr.	2	3	Elizabeth Street		
Irons	Sandra F.	2	3	Elizabeth Street		
Irwin	Dorothy H.	2	510	NW Front Street	1	
Irwin	Selma R.	2	8	Pennsylvania Avenue		
Irwin	Willard J. Jr.	2	8	Pennsylvania Avenue		
Isenbarger	Dennis L.	3	810	East Street		
Iturriaga	Joseph C.	2	7	Pennsylvania Avenue		
Jackson	Carol A.	1	151	Hickory Branch Court		Hearthstone Manor
Jackson	John L. Jr.	1	151	Hickory Branch Court		Hearthstone Manor

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Jackson	Virginia L.	4	805	N DuPont Boulevard		
James	Dashon Cornelius	2	11	SE Second Street		
James	Jason L. Sr.	4	1	James Drive		
James	Pamela T.	4	1	James Drive		
Jarman	Harry E. III	2	316	Lakelawn Drive		Lakelawn Estates
Jarrell	Joyce Mae	2	420	S Washington Street		
Jecen	John Anthony	2	11	McCoy Street		
Jefferson	Justin C.	3	314	S Rehoboth Boulevard		
Jefferson	Kim M.	3	314	S Rehoboth Boulevard		
Jenary	Rose Marie	1	151	Aspen Court		Hearthstone Manor
Jenkins	Daniel O.	3	5	Governor Watson Court		Sawmill Village
Jenkins	Patricia A.	3	5	Governor Watson Court		Sawmill Village
Jenkins	Tammy S.	3	316	S Rehoboth Boulevard		
Jensen	Robert J.	3	104	Bridgeham Avenue		
Jensen	Valerie	3	207	NE Fourth Street		
Jenson	Moses M.	4	604	N Church Street		
Jester	Alan R.	3	809	N Walnut Street		
Jester	Allen S. Jr.	3	401	N Rehoboth Boulevard		
Jester	Diane L.	3	415	East Street		
Jester	Eric Michael Wayne	1	505	Marshall Street		
Jewell	Margaret W.	2	705	S DuPont Boulevard		
Johansson	Patrica C.	1	703	Beechwood Court		Marshall Commons
Johansson	William F.	1	703	Beechwood Court		Marshall Commons
Johnson	Carole Ann	1	619	Beechwood Avenue		Marshall Commons
Johnson	Cindy Lynn	1	23	E Bullrush Drive		Meadows at Shawnee
Johnson	Cynthia A.	2	624	NW Front Street		
Johnson	Darron R.	4	605	North Street Ext		
Johnson	Dorothy S.	4	102	Parson Thorne Apartments		
Johnson	George W. Jr.	1	23	E Bullrush Drive		Meadows at Shawnee
Johnson	Grace	3	104	NE Tenth Street		
Johnson	Steven L.	1	3703L	S Sagamore Drive		Hearthstone Manor
Johnson	Teresa M.	4	700	Truitt Avenue Ext		
Johnson	Wayne Brian	4	604	N Church Street		
Johnson	William	4	700	Truitt Avenue Ext		
Johnston	Stuart Douglas	1	601	Maple Street		Marshall Commons
Jones	Barbara W	2	5	Elizabeth Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Jones	Bessie	1	315	Fisher Avenue		
Jones	Betty R.	1	509	Marshall Street	A	
Jones	Jesse A. Jr.	2	5	Elizabeth Street		
Jones	June	2	5	Maple Avenue		
Jones	Kathleen Callahan	1	28	Kingston Terrace		Hearthstone Manor
Jones	Margaret Ann	2	500	S DuPont Boulevard		The Heritage
Jones	Margarette C.	3	801	N Washington Street		
Jones	Paul Sevier Jr.	1	28	Kingston Terrace		Hearthstone Manor
Jones	Shelby Lynn	2	4	Kings Highway		
Jones-Warfield	Deirdre Aileen	3	110	Brady Drive		
Joseph	Anita B.	1	179	Hickory Branch Court		Hearthstone Manor
Joseph	John W.	3	921	SE Front Street		
Joseph	Ronnie M.	1	179	Hickory Branch Court		Hearthstone Manor
Judd	Laurie Lee	1	307	Richard Street		
Kalesis	Panagioti	1	3	E Green Lane		Orchard Hill
Kaur	Charanjit	1	3	E Thrush Drive		Meadows at Shawnee
Kean	David B.	4	5	Linstone Lane	409	Silver Lake Apartments
Keen	Donald	1	5	Iroquois Avenue		Orchard Hill
Keen	Michele Stevens	1	5	W Thrush Drive		Meadows at Shawnee
Kehler	Harry C. Jr.	4	103	Parson Thorne Apartments		
Kehler	Sarah B.	4	103	Parson Thorne Apartments		
Keith	Craig Allan	2	510	Lakeview Avenue		
Kellam	Patsy Lea	4	201	N Church Street		
Kelly	James Edward	4	205	NW Front Street		
Kelly	Raymond H.	4	205	NW Front Street		
Kelly	Stephanie Carlyn	2	12	Causey Avenue		
Kelso	Peter Daniel	3	903	SE Second Street		
Kemp	Barbara S.	2	8	Maple Avenue		
Kemp	Ronald J.	2	305	Regent Road		Lakelawn Estates
Kemp	Roy B. Jr.	2	305	Regent Road		Lakelawn Estates
Kemp	Ruth Ann	2	305	Regent Road		Lakelawn Estates
Kemper	Carmen V.	2	13	McCoy Street		
Kemper	Robert E.	2	13	McCoy Street		
Kenton	David W.	2	200	Lakeview Avenue		
Kenton	Dawn D.	2	200	Lakeview Avenue		
Kenton	Elouise B.	2	309	S Washington Street		

City of Milford
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Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Kenton	George Nelson Jr.	2	302	Kent Place		
Kenton	Karen L.	2	302	Kent Place		
Kenton	Mariam E.	4	415	Silver Lake Estates	A	
Kiefer	Carol A.	1	312	Matthew Circle		Matlinds Estates
Kiefer	Jane Mary	1	312	Matthew Circle		Matlinds Estates
Kiefer	John M.	1	312	Matthew Circle		Matlinds Estates
Kijewski	Robert John	3	30	Fisher Avenue		
Killian	Kevin Patrick	1	44	Meadow Lark Drive		Meadows at Shawnee
Killian	Patricia Marie	1	44	Meadow Lark Drive		Meadows at Shawnee
Kimbrough	Kathy A.	4	308	North Street		
Kimmel	Doris	2	300	Lakelawn Drive		Lakelawn Estates
Kimmey	JoEllen	2	600	New Street		
Kimmey	Ted M.	2	600	New Street		
King	Alton Clarence	3	710	N Washington Street		
King	Deborah Faye	3	710	N Washington Street		
King	Gifford P	3	406	N Walnut Street		
King	John F.	1	1	Costabella Court		Orchard Hill
King	Nancy L.	1	1	Costabella Court		Orchard Hill
Kingsley	Joann Ellen	1	3602F	N Sagamore Drive		Hearthstone Manor
Kinkle	Barbara R.	1	160	Rock Ledge Court		Hearthstone Manor
Kinkle	Carol Ann	1	160	Rock Ledge Court		Hearthstone Manor
Kinports	Donna Marie	1	32	Clearview Drive		Hearthstone Manor
Kinports	Richard Martin	1	32	Clearview Drive		Hearthstone Manor
Kinzer	Barbara A.	3	203	North Street		
Kirby	Alyce Louise	1	2	W Bullrush Drive		Meadows at Shawnee
Kirby	Robert J. Jr.	2	406	Evergreen Circle		Lakelawn Estates
Kirby	Russell Rudy II	2	206	Cherry Street		
Kirby	Thomas Ray	1	2	W Bullrush Drive		Meadows at Shawnee
Kirk	Rita Jacqueline	1	105	Delaware Avenue		
Kitzmilller	Arthur L.	2	4	W Clarke Avenue		
Kitzmilller	Colleen M.	2	4	W Clarke Avenue		
Klein	John Richard	1	5	Royal Court		Orchard Hill
Kline	Beverly J.	1	3	Briar Court		Meadows at Shawnee
Kline	Dyson James	4	246	S Landing Drive		Knotts Landing
Kline	Harvey Eugene	1	3	Briar Court		Meadows at Shawnee
Kline	MaryJo	4	246	S Landing Drive		Knotts Landing

City of Milford
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Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Kling	Anne C	1	4401A	Fullerton Court		Hearthstone Manor
Knapp	Nancy Frances	3	805	N Walnut Street		
Knapp	Robert Lawrence	3	805	N Walnut Street		
Knorr	Barclay Alan	1	130	W Green Lane		Orchard Hill
Knotts	Keith Alan	2	514	Kings Highway		
Koetz	Jacqueline	1	136	Manor Lane		
Kooner	Kalwant S.	1	3	E Thrush Drive		Meadows at Shawnee
Koropka	Stanley J. Jr.	2	611	Marvel Road		Lakelawn Estates
Kotwas	Alexander E.	1	145	Barksdale Court		Hearthstone Manor
Kovack	Jerry F.	2	17776	Oak Hill Drive		
Kramlich	Essie E.	3	300	SE Front Street		
Kramlich	Fred S.	3	300	SE Front Street		
Krumm	Larry Martin	4	906	N Church Street		
Krumm	Norma Jean	4	906	N Church Street		
Kufahl	Sharon Annette	2	715	Seabury Avenue		
Kulhanek	Stephanie M.	1	416	Marshall Street		
Kunkel	Kenneth Christopher	1	152	Rock Ledge Court		Hearthstone Manor
Kurtz	Eleanor Frances Burnet-	1	3903I	Fullerton Court		Hearthstone Manor
Labajo	Nila B.	1	6	W Bullrush Drive		Meadows at Shawnee
Labajo	Pike G.	1	6	W Bullrush Drive		Meadows at Shawnee
Lacaillade	Henry E.	1	4402F	Fullerton Court		Hearthstone Manor
Lacaillade	Rafacla M.	1	4402F	Fullerton Court		Hearthstone Manor
Lane	Janet Virginia	1	6	Crown Circle		Orchard Hill
Lane	Lula M.	3	118	Marshall Street		
Lane	Richard Alan Sr.	1	3	Fairway Court		Orchard Hill
Lane	Rufus G.	1	6	Crown Circle		Orchard Hill
Lane	Shirley J.	1	3	Fairway Court		Orchard Hill
Lank	Diane J.	2	13	Sunset Lane		
Lank	Robert B.	2	13	Sunset Lane		
Lankford	Patricia L.	3	106	NE Tenth Street		
Lanzano	Dee Ann	4	216	S Landing Drive		Knotts Landing
Lanzano	Michael Dominic	4	216	S Landing Drive		Knotts Landing
Lardner	Janet M.	4	228	S Landing Drive		Knotts Landing
Lardner	Ring William	4	228	S Landing Drive		Knotts Landing
Larue	Eric Todd	3	207	NE Fourth Street		
Lau	Wilson Bryan Jr.	3	19596	Drummond Drive		Fork Landing

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Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Lavallee	Troy Alan	2	425	S Walnut Street		
Lawhorn	Samuel N.	4	435	North Street		
Lawrence	Nancy J.	2	454	Kings Highway		
Lawrence	Ronald W.	2	454	Kings Highway		
Layfield	Anita L.	2	900	S DuPont Boulevard		
Layton	Jane H.	2	113	School Place		
Leach	John Miller	4	121	N Landing Drive		Knotts Landing
Leach	Margaret Mary	4	121	N Landing Drive		Knotts Landing
Lear	Mary Jo	1	616	Cedarwood Avenue		Marshall Commons
Lear	Norman J. Sr.	1	616	Cedarwood Avenue		Marshall Commons
Lee	Jamie Marie	2	409	S Washington Street		
Lee	Mary S.	3	617	SE Front Street	A	
LeGree	Ellen A.	4	103	Bright Way		Brightway Commons
Legros	Diliana	4	401	North Street		
Lehman	Jennifer Marie	1	28	Fairway Street		Orchard Hill
Leith	Marikate McIver	1	32	Meadow Lark Drive		Meadows at Shawnee
Leithmann	Theodor	4		Silver Hill Apartments	A-3	
Lenet	Elizabeth Ann	4	252	S Landing Drive		Knotts Landing
Lenet	Howard Alan	4	252	S Landing Drive		Knotts Landing
Lerch	Jane L.	1	308	Matthew Circle		Matlinds Estates
Lessner	Gabrielle Margaret	1	1	E Thrush Drive		Meadows at Shawnee
Lessner	Timothy B.	1	1	E Thrush Drive		Meadows at Shawnee
Leuthauser	Joanne	4	509	Ashley Way		Milford Crossing
Leutz	Clara M.	4	5	Linstone Lane	201	Silver Lake Apartments
Leutz	Henry P.	4	5	Linstone Lane	201	Silver Lake Apartments
Levenson	Louis Elliott	1	17	Fairway Street		Orchard Hill
Levin	Harold P.	1	704	Beechwood Court		Marshall Commons
Lewis	Arthur William	1	9	Little Birch Drive		Hearthstone Manor
Lewis	Bessie M.	4	103	Moyer Circle	B	Milford Crossing
Lewis	Bobby Lee	3	16	General Torbert Drive		Sawmill Village
Lewis	Caroline A.	3	218	N Walnut Street		
Lewis	Lawrence Edward Jr.	4	5	Linstone Lane	202	Silver Lake Apartments
Lewis	Leroy	4	103	Moyer Circle	B	Milford Crossing
Lewis	Lillian Elizabeth	3	16	General Torbert Drive		Sawmill Village
Lewis	Linda A.	4	5	Linstone Lane	212	Silver Lake Apartments
Lewis	Linda Spare	1	4502H	Summer Brook Way		Hearthstone Manor

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Limardi	Joseph N.	4	23	Linstone Lane	2	Silver Lake Apartments
Lindale	Nicholas B.	2	11	Mill Street		
Lindale	Sheila D.	2	11	Mill Street		
Littleton	Beatrice L.	4	5	Linstone Lane	414	Silver Lake Apartments
Littmann	Helmut K.	1	3301A	S Sagamore Drive		Hearthstone Manor
LoBiondo	Jon R	1	3	Iroquois Avenue		Orchard Hill
LoBiondo	Stephanie Lynn	1	3	Iroquois Avenue		Orchard Hill
Lodge	H. Patricia	3	905	N Walnut Street		
Loeffler	Adam E.	3	1002	SE Second Street		
Lofland	Barbara B.	2	711	S DuPont Boulevard		
Lofland	Joan W.	3	6	Columbia Street		
Lofland	Joseph Sudler	3	6	Columbia Street		
Lofland	Medford R.	2	711	S DuPont Boulevard		
Long	Curtis C.	1	612	McColley Street		
Long	Deborah Kenton	1	612	McColley Street		
Long	Gary R.	1	201	Matthew Circle		Matlinds Estates
Long	Sydell R.	1	201	Matthew Circle		Matlinds Estates
Longo	Christine	1	13	Crown Circle		Orchard Hill
Longo	Robert Jude	1	13	Crown Circle		Orchard Hill
Lopez	Jose Martin	3	703	SE Second Street		
LoPresti	Thomas J.	4	123	N Landing Drive		Knotts Landing
Lorenz	Bruce R.	2	306	S Walnut Street	B	
Louis	Duvanel Richard	4	401	North Street		
Louis	Marise	4	305	N Church Street		
Love	Cynthia B.	4	108	Truitt Avenue		
Love	Michael J.	4	108	Truitt Avenue		
Loveland	Margaret	3	701	SE Front Street		
Lucas	A.C. Houston	2	430	S Walnut Street		
Luchinsky	Alan Lee	1	154	Rock Ledge Court		Hearthstone Manor
Luchinsky	Sharon L.	1	154	Rock Ledge Court		Hearthstone Manor
Luiken	Dharma A.	2	403	Lakeview Avenue		
Luiken	Richard C.	2	403	Lakeview Avenue		
Lush	Elizabeth Ann	1	31	E Green Lane		Orchard Hill
Lush	Mary Ann E.	1	31	E Green Lane		Orchard Hill
Lush	Richard M.	1	31	E Green Lane		Orchard Hill
Lynch	John T.	1	118	Rock Ledge Court		Hearthstone Manor

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Lynch	Judy Ann	1	3702H	S Sagamore Drive		Hearthstone Manor
Lynch	Raymond E.	1	3702H	S Sagamore Drive		Hearthstone Manor
Mace	Angel S.	3	807	N Washington Street		
Mackie	Audrey M	2	12	E Clarke Avenue		
Mackie	George P III	2	12	E Clarke Avenue		
Madden	Jane Nunnally	2	29	N Church Street		
Mahammitte	Charles V.	1	3202E	E Brookmyer Drive		Hearthstone Manor
Mahammitte	Sandra	1	3202E	E Brookmyer Drive		Hearthstone Manor
Maire	Kathleen E.	3	701	SE Front Street		
Majoch	Kaye M.	2	504	Crestview Drive		Lakelawn Estates
Majoch	Ladislav V.	2	504	Crestview Drive		Lakelawn Estates
Maloney	Gladys D.	1	1006	Lemuel Street		
Maloney	Thomas A.	1	1006	Lemuel Street		
Mancini	Sally Ann	1	145	Barksdale Court		Hearthstone Manor
Mansolf	George Bradley	1	16	Meadow Lark Drive		Meadows at Shawnee
Mansolf	Kathleen Ann	1	16	Meadow Lark Drive		Meadows at Shawnee
Mantineo	Gail A.	4	218	S Landing Drive		Knotts Landing
Mantineo	Salvatore Jr.	4	218	S Landing Drive		Knotts Landing
Marabello	Daniel	1	1	Windy Drive		Meadows at Shawnee
Marabello	Licinia	1	1	Windy Drive		Meadows at Shawnee
Marcavage	Joseph E.	1	22	Clearview Drive		Hearthstone Manor
Marcavage	Josephine M.	1	22	Clearview Drive		Hearthstone Manor
Marcial-Nieves	Basil	3	101	NE Sixth Street		
Marcial-Nieves	Querube Khasi	3	101	NE Sixth Street		
Marcouillier	Larry J.	2	106	Causey Avenue	A	
Marino	Frances M.	1	511	Matthew Circle		Matlinds Estates
Markowitz	David H.	1	8	E Thrush Drive		Meadows at Shawnee
Markowitz	Gloria K.	1	8	E Thrush Drive		Meadows at Shawnee
Marsh	Barbara J.	4	303	NW Second Street		
Marsh	Steve	4	303	NW Second Street		
Marshall	David W.	4	417	North Street		
Marshall	Donnell M.	2	601	New Street		
Marshall	Lisa M.	2	601	New Street		
Marth	Anne Marie Donna	1	31	Meadow Lark Drive		Meadows at Shawnee
Marth	Michael Paul	1	31	Meadow Lark Drive		Meadows at Shawnee
Martin	Betty Louise	1	149	Aspen Court		Hearthstone Manor

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Martin	Katherine L.	3	701	N Washington Street		
Martin	Ralph A.	3	211	SE Front Street		
Martin	Willam J. Jr.	3	509	Carlisle Lane		
Marvel	David H. Jr.	2	6525	Shawnee Road		
Marvel	Harvey G. Jr.	2	409	Woodland Drive		Lakelawn Estates
Marvel	Kate	2	409	Woodland Drive		Lakelawn Estates
Marvel	Linda M.	4	4	Archers Way		Archers Knoll
Marvel	Patricia Ann	2	6525	Shawnee Road		
Marvel	Randy E.	4	4	Archers Way		Archers Knoll
Mason	Carole G.	1	153	Barksdale Court		Hearthstone Manor
Mason	George A.	1	153	Barksdale Court		Hearthstone Manor
Mason	Sheila G.	3	401	N Washington Street		
Masten	A. Robert	2	8	Lakelawn Drive		Lakelawn Estates
Masten	Charles R. Jr.	2	106	Causey Avenue		
Masten	Elizabeth	2	8	Lakelawn Drive		Lakelawn Estates
Masten	Kathy	2	106	Causey Avenue	A	
Masten	Lise N.	2	103	Lakelawn Drive		Lakelawn Estates
Masten	Patricia Ann	2	406	Lakeview Avenue		
Masten	Robert Wesley	2	103	Lakelawn Drive		Lakelawn Estates
Masten	Stephen T. Sr.	2	406	Lakeview Avenue		
Matthews	Tony M.	4	115	Bright Way		Brightway Commons
Mavity	Ryan Thomas	3	411	East Street		
Mays	John J.	4	615	Parson Thorne Apartments		
Mazzeo	Marie Elizabeth	1	9	Little Birch Drive		Hearthstone Manor
McAllister	Albert	1	1008	Lemuel Street		
McBane	William J. III	3	70	Cedar Beach Road		
McCarthy	Donna Reel	1	4001B	Fullerton Court		Hearthstone Manor
McColley	Karen K.	3	416	NE Tenth Street		
McColley	Lynn A.	3	416	NE Tenth Street		
McCollough	Virginia W.	3	106	NE Fourth Street		
McCrea	Stacey Lyn	4	105	Bright Way		Brightway Commons
McDonough	Donald T.	2	601	Reed Road		Lakelawn Estates
McDonough	Stephanie	2	601	Reed Road		Lakelawn Estates
McDowell	Jon Ray Scott	1	3201A	E Brookmyer Drive		Hearthstone Manor
McDuff	John Dix	1	23	E Green Lane		Orchard Hill
McDuff	Zelda Arlene	1	23	E Green Lane		Orchard Hill

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
McFall	James I.	3	406	SE Front Street		
McFarland	Lisa S	4	602	Silver Hill Apartments		
McFassel	Lexie Shelton	2	433	S Walnut Street		
McGalagly	Gloria Marie	1	13	Little Pond Drive		Meadows at Shawnee
McGalagly	John J.	1	13	Little Pond Drive		Meadows at Shawnee
McGill	Christopher R.	2	9	Delaware Avenue		
McGill	Corey Christopher	2	9	Delaware Avenue		
McGill	Karla L.	2	9	Delaware Avenue		
McGill	Sarah V.	2	9	Delaware Avenue		
McGrath	Ronald T.	1	3102H	W Brookmeyer Drive		Hearthstone Manor
McGrath	Rosemarie	4	116	Ginger Lane		Knotts Landing
McGriffin	James G.	2	200	SE Second Street		
McIlvain	Dennis L.	3	331	S Rehoboth Boulevard	A	
McIlvain	JoAnn	3	331	S Rehoboth Boulevard	A	
McKain	Michael D.	1	705	Cedarwood Court		Marshall Commons
McKinney	Charles H. III	2	5859	Old Shawnee Road		
McKinney	Gabrielle L.	2	5859	Old Shawnee Road		
McLeod	Barbara A.	1	6	Kingston Terrace		Hearthstone Manor
McLeod	Robert Harry	1	6	Kingston Terrace		Hearthstone Manor
McMillan	Michael W.	4	711	Parson Thorne Apartments		
McMillian	Douglas	4	118	NW Third Street		
McMillian	Jeanne V.	4	118	NW Third Street		
McMurray	Charlayne Wood	1	161	Barksdale Court		Hearthstone Manor
McMurray	Thomas Milton	1	161	Barksdale Court		Hearthstone Manor
McNulty	Ryan M	3	2	General Torbert Drive		Sawmill Village
McPherson	Kevin Scott	1	4	E Green Lane		Orchard Hill
Mctheny	Patricia Ilene	2	18	Elizabeth Street		
McVeigh	Juanita F.	1	24	Clearview Drive		Hearthstone Manor
Meade	Andrew S.	2	604	Lakelawn Drive		Lakelawn Estates
Meade	Kay Lynn	2	604	Lakelawn Drive		Lakelawn Estates
Meade	Robert J.	2	604	Lakelawn Drive		Lakelawn Estates
Merchant	Donna L.	2	108	Franklin Street		
Mergner	Christopher Henry	1	1	Delores Court		Orchard Hill
Mergner	Henry H.	4	134	N Landing Drive		Knotts Landing
Mergner	Leslie A.	1	1	Delores Court		Orchard Hill
Mergner	Louise G.	4	134	N Landing Drive		Knotts Landing

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Merkel	Lee L.	1	7	Homestead Boulevard		Hearthstone Manor
Merkel	Theresa D.	1	7	Homestead Boulevard		Hearthstone Manor
Merrell	James Harry B.	2	506	Mispillion Apartments		
Mesh	Lora A.	1	10	E Bullrush Drive		Meadows at Shawnee
Mesh	Thaddeus Joseph Jr.	1	10	E Bullrush Drive		Meadows at Shawnee
Messick	Amber Nicole	1	204	E Clarke Avenue		
Messick	Bryant Alden	2	709	S DuPont Boulevard		
Messick	Faith H.	3	220	NE Second Street		
Messick	Sheri Lynn	1	204	E Clarke Avenue		
Messick-Coulbourn	Catherine A.	2	512	Crestview Drive		Lakelawn Estates
Messick-Klensch	Lew A.	2	709	S DuPont Boulevard		
Messick-Klensch	Rachel Frances	2	709	S DuPont Boulevard		
Meszaros	Christina Gravier	1	21	E Green Lane		Orchard Hill
Meszaros	Joseph John	1	21	E Green Lane		Orchard Hill
Metzner	Heather Lynn	1	9	Royal Drive		Orchard Hill
Metzner	Timothy M.	1	9	Royal Drive		Orchard Hill
Meushaw	Jean Ann	1	12	Clearview Drive		Hearthstone Manor
Meushaw	Ronald Wayne	1	12	Clearview Drive		Hearthstone Manor
Mihaylo	Andrew J.	2	412	S Walnut Street		
Miller	Christine Beebe	1	3502E	N Sagamore Drive		Hearthstone Manor
Miller	Christopher Ryan	2	503	Crestview Drive		Lakelawn Estates
Miller	Ellen E.	1	8	Big Pond Drive		Meadows at Shawnee
Miller	Marianna Gail	2	28	W Clarke Avenue		
Miller-Marcin	Christine A	1	18	Clearview Drive		Hearthstone Manor
Miller-Marcin	Joann	1	18	Clearview Drive		Hearthstone Manor
Millman	Pamela M.	1	110	Rock Ledge Court		Hearthstone Manor
Mills	David Douglass	2	210	S Walnut Street		
Mims	Rae Meredith	1	4802E	Summer Brook Way		Hearthstone Manor
Mingo	Ajahni E.	2	424	Kings Highway		
Mingo	Donna Ann	2	424	Kings Highway		
Mingo	Lindon Forbes	2	424	Kings Highway		
Minor	Carol S.	2	405	Lakeview Avenue		
Minor	Herbert Wayne	2	405	Lakeview Avenue		
Mintzer	Betty Lou	3	509	SE Front Street		
Mitchell	Alan J.	3	109	Fisher Avenue		
Mitchell	Barbara Jean	2	404	NW Front Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Mitchell	Helen P.	4	1036	N Walnut Street		Travelers Inn
Mitchell	John E. Sr.	4	1036	N Walnut Street		Travelers Inn
Mitchell	Myra Kay	1	300	Columbia Street		
Mitchell	Myra Kay	3	213	Charles Street		
Mitchell	Myra Kay	2	605	Marvel Road		Lakelawn Estates
Mitchell	Randy Clark	3	213	Charles Street		
Mitchell	Randy Clark	1	300	Columbia Street		
Mitchell	Randy Clark	2	605	Marvel Road		Lakelawn Estates
Mojica	Benito	4	201	Allen Way	32	Brightway Commons
Mollura	Brenda M.	1	3	Little Pond Drive		Meadows at Shawnee
Mollura	John A.	1	3	Little Pond Drive		Meadows at Shawnee
Moore	Denise C.	2	6502	Shawnee Road		
Moore	Leroy	4		Silver Lake Estates		
Moorman	Laurie Kobasa	1	637	Beechwood Avenue		Marshall Commons
Moorman	Travis C.	1	637	Beechwood Avenue		Marshall Commons
Morecroft	Janet Angela	1	105	Aspen Court		Hearthstone Manor
Morgan	Charles E	2	720	New Street		
Morgan	Dale Anne	2	321	S DuPont Boulevard		
Morgan	Jacqueline Marie	1	1000	Lemuel Street		
Morgan	Joan K.	1	25	Kingston Terrace		Hearthstone Manor
Morgan	Myron E.	2	510	S Walnut Street		
Morgan	Vaughn H.	2	321	S DuPont Boulevard		
Morgan	Woodrow W.	1	25	Kingston Terrace		Hearthstone Manor
Morole	Michelle A.	1	206	Matthew Circle		Matlinds Estates
Morole	Nicholas P.	1	206	Matthew Circle		Matlinds Estates
Morole	Peter A.	1	206	Matthew Circle		Matlinds Estates
Morris	Chelsea M.	1	9	E Thrush Drive		Meadows at Shawnee
Morris	Clarence William	4	606	North Street Ext		
Morris	Debra Lynn	1	9	E Thrush Drive		Meadows at Shawnee
Morris	Edward S.	1	9	E Thrush Drive		Meadows at Shawnee
Morris	James C.	3	103	Bridgeham Avenue		
Morris	John E.	2	34 ½	McCoy Street		
Morris	Judy C.	2	34 ½	McCoy Street		
Morris	William B.	2	211	S Walnut Street		
Morrow	Douglas E. Sr.	3	803	N Walnut Street		
Morrow	Linda Lee	3	803	N Walnut Street		

City of Milford
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Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Morrow	Robert A.	3	42	General Torbert Drive		Sawmill Village
Morse	John R. Jr.	4	701	North Street Ext		
Moses	Charles	2	106	Lakelawn Drive		Lakelawn Estates
Moses	Dorothy McQuaid	2	106	Lakelawn Drive		Lakelawn Estates
Mosley	Michael L.	3	401	SE Front Street	A	
Mosley	Sharon Myrtie	1	312	Marshall Street		
Mott	Linda J.	3	31	General Torbert Drive		Sawmill Village
Moyer	Michael Wayne	2	507	Caulk Road		Lakelawn Estates
Muldrow	Leigh Ann (Nagy)	2	513	Seabury Avenue		
Mullan	Gloria Jean	3	501	East Street		
Mullaney	Ann B.	1	1	W Thrush Drive		Meadows at Shawnee
Mullaney	Joseph A. II	1	1	W Thrush Drive		Meadows at Shawnee
Mumford	Clifton Daniel	2	723	New Street		
Mumford	Granville Jr.	4	24	NW Tenth Street		
Mumford	Katie Ann	2	723	New Street		
Mumford	Wilson A.	4	113	West Street	1	
Mumma	Patrick J.	1	141	Hickory Branch Court		Hearthstone Manor
Mundorf	Cathy Lynne	2	505	S Walnut Street		
Mundwiler	Christopher S.	3	214	N Walnut Street	B	
Murphy	Jean W.	2	815	New Street		
Murphy	Robert Lee	1	149	Aspen Court		Hearthstone Manor
Murphy	Rosa Marie	1	5	Fairway Street		Orchard Hill
Murphy	Thomas Dennis	2	400	S Washington Street		
Musgrove	David Brian	2	420	S Washington Street		
Myers	Geneva	1	133	Rock Ledge Court		Hearthstone Manor
Myers	Lynn Ethel	3	202	NE Eighth Street		
Myers	Patricia J.	4	27	Linstone Lane	8	Silver Lake Apartments
Nagy	Scott M.	2	2	W Clarke Avenue		
Nakhai	Behnam	1	12	Homestead Boulevard		Hearthstone Manor
Nash	Ann Marie C.	1	21	Fairway Street		Orchard Hill
Nelson	Gregory	4	304	Truitt Avenue		
Newhouse	Edna A.	3	110	Lovers Lane		
Newhouse	Theodore M.	3	110	Lovers Lane		
Nichols	James F. Jr	2	6	Donovan Street		
Nichols	John H. III	3	13	General Torbert Drive		Sawmill Village
Nichols	Judith A.	2	6	Donovan Street		

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Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Nieli	Anthony Leonard	4	209	S Landing Drive		Knotts Landing
Nieli	Eileen Frances	4	209	S Landing Drive		Knotts Landing
Nieves	Carmen Lydia	3	101	NE Sixth Street		
Nixon	Russell Ray	3	201	NE Fourth Street		
Noble	George Henry	3	110	NE Second Street		
Noll	Daniel M.	1	300	Bridgeham Avenue		
Norman	Henry Jr.	4	430	North Street		
Norris	Richard David	1	171	Hickory Branch Court		Hearthstone Manor
Nosher	Rose Ann	4	203	S Landing Drive		Knotts Landing
Nosher	Stephanie R.	4	203	S Landing Drive		Knotts Landing
Nowakowski	Bernard J.	1	504	Matthew Circle		Matlinds Estates
Nowakowski	Brandi M.	1	504	Matthew Circle		Matlinds Estates
Nowell	James Robert Jr.	1	8	Crown Circle		Orchard Hill
Nowell	Melissa Ann	1	8	Crown Circle		Orchard Hill
Ntinou Kalesis	Diamanto	1	3	E Green Lane		Orchard Hill
O'Boyle	Charles M.	1	24	Kingston Terrace		Hearthstone Manor
O'Boyle	Lorraine M.	1	24	Kingston Terrace		Hearthstone Manor
O'Day	Louis S.	3	919	SE Third Street		
Ochs	Anne M.	1	4	Pond Drive		Orchard Hill
Ochs	Bryan Jason	1	4	Pond Drive		Orchard Hill
O'Day	Beverly L.	3	919	SE Third Street		
Oechsler	Andrew James Stothers	2	127	School Place		
Oechsler	James A. Jr.	2	127	School Place		
Oechsler	Tracy D.	2	127	School Place		
Olivera	Dorothy M.	4	106	West Street		
Olivera	Pablo C.	4	106	West Street		
Olsen	Vincent Irving	2	213	S Walnut Street		
Olson	Kenneth C.	3	9	NE Fourth Street		
O'Neill	Deborah	2	612	Lakelawn Drive		Lakelawn Estates
O'Neill	James	2	612	Lakelawn Drive		Lakelawn Estates
O'Neill	Maire Blaise	2	612	Lakelawn Drive		Lakelawn Estates
O'Neill	Robert J.	2	612	Lakelawn Drive		Lakelawn Estates
Orkin	Ellan J.	2	16	Nelson Street		
Orta	Emanuel	2	305	S Washington Street		
Orta	Mary Ann	4	104	Bright Way		Brightway Commons
Osborne	Eugene M.	2	409	S Washington Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Osborne	William E.	2	910	Lakeview Avenue		
Osterholm	Albert V.	2	508	Caulk Road		Lakelawn Estates
Ostroski	Lenora V.	1	3801C	S Sagamore Drive		Hearthstone Manor
Ostruska	Margot P.	1	806	Joshua Drive		Matlinds Estates
Ouge	Gladys M.	1	54	Meadow Lark Drive		Meadows at Shawnee
Ouge	Joseph M.	1	54	Meadow Lark Drive		Meadows at Shawnee
Owens	Clifford Stephan	1	7	W Bullrush Drive		Meadows at Shawnee
Owens	Kelly Marie	1	7	W Bullrush Drive		
Owens	Mary-Jo Christine	1	4502F	Summer Brook Way		Hearthstone Manor
Owens	William D.	1	4502F	Summer Brook Way		Hearthstone Manor
Owens Wood	Elizabeth Ann	2	443	Kings Highway		
Pakech	Christopher J.	4	103	Ginger Lane		Knotts Landing
Palermo	Joseph George	1	5	Misty Vale Court		Meadows at Shawnee
Palumbo	Joseph V. III	3	1019	SE Second Street		
Palumbo	Roberta M.	3	1019	SE Second Street		
Panico	Frank Michael	1	105	Marlin Court		Orchard Hill
Panico	Maureen Theresa	1	105	Marlin Court		Orchard Hill
Paradis	Mildred Anne	3	509	SE Second Street		
Paradis	Roger Emile	3	509	SE Second Street		
Paradis	Theresa J.	3	919	SE Second Street		
Parker	Beverly Ennis	1	105	Beaufort Lane		Orchard Hill
Parker	Bonnie S.	2	8	Delaware Avenue		
Parker	Bremante R.	2	1403	Misphillion Apartments		
Parker	Charles	3	119	N Walnut Street		
Parker	Claude McKinley Jr.	4	401	Truitt Avenue		
Parker	Della M	4	606	Truitt Avenue Ext		
Parker	Eva	4	401	Truitt Avenue		
Parker	Gordon Otis Jr.	1	105	Beaufort Lane		Orchard Hill
Parker	Keith Weston	2	8	Delaware Avenue		
Parker	Lillian M.	4	211	NW Second Street		
Parkhouse	Edward Patrick	1	322	Matthew Circle		Matlinds Estates
Parkhouse	Elise L.	1	322	Matthew Circle		Matlinds Estates
Parks	Dan Barnett	1	8	Little Pond Drive		Meadows at Shawnee
Parnell	Jennifer Ellen	3	113	Lovers Lane		
Parnell	Michael J.	3	113	Lovers Lane		
Parseghian	Edward C.	1	508	Matthew Circle		Matlinds Estates

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Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Parson	Dorothy	1	303	Matthew Circle		Matlinds Estates
Parson	Titania S	1	200	Matthew Circle		Matlinds Estates
Parsons	Donna R.	3	216	McColley Street		
Parsons	Lisa K.	3	415	East Street		
Parsons	Ronald David	3	216	McColley Street		
Pase	Debbie Ann	1	9	Fairway Street		Orchard Hill
Pase	Kevin Bryan	1	9	Fairway Street		Orchard Hill
Pasmore	Tom Alan	2	446	Kings Highway		
Passwaters	David A. Jr.	2	436	Kings Highway		
Passwaters	Judith Ann	2	436	Kings Highway		
Passwaters	Samuel J. III	1	715	S Washington Street	A	
Passwaters	Thomas W.	2	600	NW Front Street		
Passwaters	Crystal R Roosa	4	913	Roosa Road		
Passwaters	David A. IV	4	913	Roosa Road		
Pastor	Patrick C.	2	18	W Clarke Avenue		
Patel	Chunilal M.	1	7	Misty Vale Court		Meadows at Shawnee
Patel	Hiren Chunilal	1	7	Misty Vale Court		Meadows at Shawnee
Patel	Mayuri Kanubhai	1	7	Misty Vale Court		Meadows at Shawnee
Patel	Vinay	1	3	Misty Vale Court		Meadows at Shawnee
Patillo	Janet	4	109	N Landing Drive		Knotts Landing
Patillo	Robert D. Sr.	4	109	N Landing Drive		Knotts Landing
Pattillo	Barbara Joslin	4	105	Alexa Court		Knotts Landing
Payne	Ronald V.	4	403	Ashley Way		Milford Crossing
Payne	Stella A.	2	509	Kings Highway		
Pedersen	Gordon Keir	2	300	Lakeview Avenue		
Pedersen	Mildred K.	2	300	Lakeview Avenue		
Peel	Joseph Jason	2	408	Lakeview Avenue		
Peel	Lisa Ingram	2	408	Lakeview Avenue		
Peifer	Jacquelyn	1	5	Little Birch Drive		Hearthstone Manor
Pelen	Paul Thomas	2	2	Sunset Lane		
Pena	Ray	3	601	SE Second Street		
Penland	Troy M.	4	303	Truitt Avenue		
Pensel	Charles H. Jr.	4	237	S Landing Drive		Knotts Landing
Pensel	Virginia A.	4	237	S Landing Drive		Knotts Landing
Perdue	David P.	1	19	Fairway Court		Orchard Hill
Perdue	Deborah L.	1	19	Fairway Court		Orchard Hill

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Perez	Danny Garcia	3	29	General Torbert Drive		Sawmill Village
Perez	Janet A.	3	307	Carlisle Lane		
Perez	Lisette Ramona	3	29	General Torbert Drive		Sawmill Village
Perez	Roberto	3	307	Carlisle Lane		
Perry	Edith J.	1	8	Royal Drive		Orchard Hill
Perry	Roger Gayle	1	8	Royal Drive		Orchard Hill
Persia	Patricia Charm	2	129	School Place		
Peterman	Mike	3	813	N Washington Street		
Peters	Michelle A.	1	611	S Washington Street		
Peterson	Alger L.	1	614	Cedarwood Avenue		Marshall Commons
Peterson	Elizabeth C.	1	614	Cedarwood Avenue		Marshall Commons
Petranto	Frank S.	1	6	E Bullrush Drive		Meadows at Shawnee
Petranto	Laura	1	6	E Bullrush Drive		Meadows at Shawnee
Phalen	Paul S.	2	507	Reed Road		Lakelawn Estates
Phelps	Gloria Jean	1	11	Hickory Branch Lane		Hearthstone Manor
Phelps	Timothy Edwin Sr.	1	11	Hickory Branch Lane		Hearthstone Manor
Phillips	James	3	10	Salevan Place		
Phillips	Joseph	2	2	Causey Avenue		
Phillips	Vernon Joseph Sr.	1	500	Maple Street		Marshall Commons
Philmore	David W	4	407	Ashley Way		Milford Crossing
Philmore	Elsie M.	4	407	Ashley Way		Milford Crossing
Phipps	Ty D.	2	405	S Washington Street		
Piazza	Joe	4	108	Starland Way		Knotts Landing
Piazza	Merle R.	4	108	Starland Way		Knotts Landing
Pickrell	David Lee	2	8	S Walnut Street		
Pierce	Barbara C.	3	408	Pierce Street		
Pierce	Thomas S. Jr.	2	38	N Walnut Street		
Pileggi	Martha V.	3	607	SE Second Street		
Pilkington	Regina Marie	1	153	Rock Ledge Court		Hearthstone Manor
Pingue	Elizabeth A.	1	305	Richard Street		
Pink	Gertrude	2	109	S Church Street		
Piper	Lorraine R.	1	21	W Bullrush Drive		Meadows at Shawnee
Piper	Stephen M.	1	21	W Bullrush Drive		Meadows at Shawnee
Plack	Kathryn Jean	1	1000	Lemuel Street		
Plack	William F. Jr.	1	1000	Lemuel Street		
Plank	Kenneth P	1	23	Meadow Lark Drive		Meadows at Shawnee

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Plank	Sharon Rhoades	1	23	Meadow Lark Drive		Meadows at Shawnee
Pletcher	Marianina S.	2	428	S Walnut Street		
Pletcher	Sara Marin	2	8	Elizabeth Street		
Plummer	Carlton L.	2	802	Seabury Avenue		
Plummer	Shirley E.	2	802	Seabury Avenue		
Polite	Jo H.	3	5	General Torbert Drive		Sawmill Village
Polite	Richard L.	3	5	General Torbert Drive		Sawmill Village
Polk	Kristyn Ilene	2	303	S Washington Street		
Polk	Rebecca S.	2	303	S Washington Street		
Poole	Beverly A.	1	38	Clearview Drive		Hearthstone Manor
Poole	Joseph John	1	38	Clearview Drive		Hearthstone Manor
Pope	Jerrie R.	4	919	Roosa Road		
Porter	Christine Ann	3	509	SE Second Street		
Porter	Hilda Jane	1	11	Little Pond Drive		Meadows at Shawnee
Powell	Carol Ann	1	310	Fisher Avenue		
Powell	Derek J.	3	505	SE Front Street		
Powell	Dwayne Edward	3	114	East Street		
Powell	Peggy Ann	1	4301D	Summer Brook Way		Hearthstone Manor
Powell	William M. Sr.	1	4301D	Summer Brook Way		Hearthstone Manor
Powers	Betty J.	1	14	E Green Lane		Orchard Hill
Powers	Robert D.	1	14	E Green Lane		Orchard Hill
Pressman	Martin Daniel	4	212	S Landing Drive		Knotts Landing
Prettyman	Martha M.	4	510	Parson Thorne Apartments		
Price	Carolyn A.	2	611	Seabury Avenue		
Price	Elaine C.	2	613	Seabury Avenue		
Price	John D.	2	611	Seabury Avenue		
Price	Larry Lee	2	613	Seabury Avenue		
Primos	Andrea L.	4	144	Church Hill Road		
Primos	Noel Eason	4	144	Church Hill Road		
Prince	Richard Alfred	1	3	Windy Drive		Meadows at Shawnee
Prince	Veronica	1	3	Windy Drive		Meadows at Shawnee
Priola	Mike A.	1	3801D	S Sagamore Drive		Hearthstone Manor
Pritchett	Vickie L.	1	107	Hickory Branch Court		Hearthstone Manor
Proctor	Wanda Lucille	1	133	W Green Lane		Orchard Hill
Progar	Gary A.	2	11	Causey Avenue		
Progar	Leslie A. W.	2	11	Causey Avenue		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Prouse	Donald M. Jr.	4	7	Archers Way		Archers Knoll
Prouse	Judith A.	1	311	Matthew Circle		Matlinds Estates
Purcell	James A.	2	102	Kings Highway		
Pusey	Cheryl	3	800	SE Second Street		
Pusey	Eric Matthew	3	800	SE Second Street		
Pusey	Larry	3	800	SE Second Street		
Quent	Jeanne L.	1	104	Matthew Circle		Matlinds Estates
Quent	Ronad Kenneth	1	104	Matthew Circle		Matlinds Estates
Quetel	Joseph Thomas Victor	2	318	Hall Place		
Quetel	Melena Elizabeth	2	318	Hall Place		
Rambo	Eric M.	2	23	Elizabeth Street		
Rambo	Tina R.	2	23	Elizabeth Street		
Ramey	Melissa Leigh	3	19596	Drummond Drive		Fork Landing
Ramos	Isaura	4	601	North Street Ext		
Ramos	Louis	4	601	North Street Ext		
Ramos	Tony	4	601	North Street Ext		
Randolph	Robert A	1	116	Rock Ledge Court		Hearthstone Manor
Randolph	Valerie P	1	116	Rock Ledge Court		Hearthstone Manor
Ranney	Roberta A.	1	640	Beechwood Avenue		Marshall Commons
Rasberry	Joseph T.	1	29	E Green Lane		Orchard Hill
Rasberry	Mary Christine	1	29	E Green Lane		Orchard Hill
Rash	Steven C.	2	514	NW Front Street	4	
Rathbun	Leslie Ann	4	1036	N Walnut Street		Travelers Inn
Rawl	Mary Jane	1	17	E Green Lane		Orchard Hill
Rawl	Michael John	1	17	E Green Lane		Orchard Hill
Ray	Patricia Ann	1	218	Columbia Street		
Raymond	Melinda	2	219	S Walnut Street		
Redden	Lang G	2	107	S Washington Street		
Redden	Thomas H.	2	429	S Walnut Street		
Reed	Carolyn C.	2	307	Woodland Drive		Lakelawn Estates
Reed	Christine Marie	2	607	S Walnut Street		
Reed	Florence H.	2	103	Kings Highway		
Reed	Helene	2	405	Marvel Road		Lakelawn Estates
Reed	Jacqueline Kemp	4	210	Parson Thorne Apartments		
Reed	Marcia R.	2	8	S Walnut Street		
Reedy	Myrtle H.	3	37	Fisher Avenue		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Reichelt	Shirley P.	4	5	Linstone Lane	422	Silver Lake Apartments
Reid	Douglas Eugene	1	108	W Green Lane		Orchard Hill
Reid	Paralyn	1	108	W Green Lane		Orchard Hill
Reilly	James J.	1	13	E Green Lane		Orchard Hill
Reilly	Karen M.	2	904	Lakeview Avenue		
Reilly	Peggy C.	1	13	E Green Lane		Orchard Hill
Renk	Dorothy P.	4	105	Ginger Lane		Knotts Landing
Renk	Ronald E.	4	105	Ginger Lane		Knotts Landing
Rescigno-Pastor	Patricia Joan	2	18	W Clarke Avenue		
Retzlaff	Erik Franz	2	101	Lakelawn Drive		Lakelawn Estates
Reyes	Dean G.	2	105	Pine Street		
Reynolds	Beverly Jean	1	111	Rock Ledge Court		Hearthstone Manor
Reynolds	Charlie J.	4	107	Allen Way		Brightway Commons
Reynolds	David Howard	1	111	Rock Ledge Court		Hearthstone Manor
Reynolds	Gertrude M.	2	18	W Clarke Avenue		
Reynolds	Ralph C.	3	6	General Torbert Drive		Sawmill Village
Reynolds	Sandra L.	2	616	NW Front Street		
Reynolds	Suzanne D.	3	6	General Torbert Drive		Sawmill Village
Reynolds	Toshi D.	4	1	James Drive		
Rhodes	Jerry W.	3	206	Marshall Street		
Rhodes	Linda	3	7	Marshall Street		
Rhodes	Rebecca T.	3	206	Marshall Street		
Rhodes	Velma M.	4	5	Linstone Lane	24	Silver Lake Apartments
Richardson	Brynn L.	3	805	SE Second Street		
Richardson	Clyde N.	1	123	W Green Lane		Orchard Hill
Richardson	Dianne J.	1	123	W Green Lane		Orchard Hill
Richardson	Thomas L.	4	514	N Church Street	A	
Richmond	Barbara J.	3	8	Governor Tharp Court		Sawmill Village
Riecke	Carolyn S.	4	801	N DuPont Boulevard		
Riehl	William	1	108	SE Fourth Street		
Rienzi	Dorothea H.	1	320	Matthew Circle		Matlinds Estates
Rienzi	Leonard J.	1	320	Matthew Circle		Matlinds Estates
Rini	Beverly A.	4	119	Ginger Lane		Knotts Landing
Rini	Charles	4	119	Ginger Lane		Knotts Landing
Rinker	Connie L.	1	8	Fairway Street		Orchard Hill
Rinker	William Elwood	1	8	Fairway Street		Orchard Hill

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Ripley	Guy Joel	3	108	Charles Street		
Rittershofer	Priscilla J.	1	20	Kingston Terrace		Hearthstone Manor
Rivera	Michael R.	3	200	N Walnut Street		
Rivera	Michael Robert	3	119	N Walnut Street		
Rivera-Moore	Gloria J	1	312	Marshall Street		
Riviello	Gerald Joseph	1	705	Beechwood Court		Marshall Commons
Rizzo	Ronald	3	19644	Drummond Drive		Fork Landing
Roark	Donald Raymone	1	141	Hickory Branch Court		Hearthstone Manor
Roark	Ruth Virginia	1	141	Hickory Branch Court		Hearthstone Manor
Robbins	Graham G.	1	19	E Green Lane		Orchard Hill
Roberts	Constance Marie	1	101	Marlin Court		Orchard Hill
Roberts	Harold Everett	2	409	Lakeview Avenue		
Roberts	Janet S.	4	1024	N Walnut Street		
Roberts	Kathleen L.	1	6	Big Pond Drive		Meadows at Shawnee
Roberts	Mary L.	2	409	Lakeview Avenue		
Roberts	Richard	1	12	Kingston Terrace		Hearthstone Manor
Roberts	Richie D.	4	1024	N Walnut Street		
Roberts	Wayne H.	1	6	Big Pond Drive		Meadows at Shawnee
Roberts	William D.	1	101	Marlin Court		Orchard Hill
Robertson	Lilly E.	3	803	SE Front Street		
Robinson	Phyllis	1	314	Bridgeham Avenue		
Robinson	Verie L.	4	207	NW Fifth Street		
Rockwell	Nancy M.	3	507	N Washington Street		
Rodenberg	Robert Thomas	1	6	Briar Court		Meadows at Shawnee
Rodenberg	Wanda L.	1	6	Briar Court		Meadows at Shawnee
Rodgers	Douglas Edward	1	8	Briar Court		Meadows at Shawnee
Rodriguez	Alicia S.	3	106	Charles Street		
Rodriguez	Ernesto Jr.	3	106	Charles Street		
Rogers	Ann B.	2	806	S Walnut Street		
Rogers	Charles J.	1	105	E Clarke Avenue		
Rogers	Dennis A.	1	311	Marshall Street		
Rogers	Grace D.	4	126	NW Second Street		
Rogers	Jessica Rae	2	806	S Walnut Street		
Rogers	Joseph R.	2	504	Caulk Road		Lakelawn Estates
Rogers	Joseph R. II	2	806	S Walnut Street		
Rogers	Lucille E.	1	105	E Clarke Avenue		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Rogers	Ruth D.	2	504	Caulk Road		Lakelawn Estates
Romano	Alison L.	1	7	Costabella Lane		Orchard Hill
Romano	Cheryl Susan	1	21	E Bullrush Drive		Meadows at Shawnee
Romano	Dominic	1	7	Costabella Lane		Orchard Hill
Romano	Joseph Sr	1	21	E Bullrush Drive		Meadows at Shawnee
Rooks	Frances	4	500	N Church Street		
Roosa	Glenda Kay	4	903	Roosa Road		
Roosa	J. Heyman III	4	903	Roosa Road		
Roosa	Mildred S.	4	917	Roosa Road		
Rosembert	Peterson	3	57	General Torbert Drive		Sawmill Village
Rosengren	Emily K.	1	630	Beechwood Avenue		Marshall Commons
Rosenquist	Glen T.	1	300	Charles Street		
Rosenquist	Shelby E.	1	300	Charles Street		
Ross	James E.	4	411	North Street		
Ross	Oneida S.	1	3403J	S Sagamore Drive		Hearthstone Manor
Ross	Robert L.	1	3403J	S Sagamore Drive		Hearthstone Manor
Rossi	Catherine	1	3502H	S Sagamore Drive		Hearthstone Manor
Rossi Jr	Eugene B.	1	3502H	S Sagamore Drive		Hearthstone Manor
Rottman	Lewis DeSimone	1	23	W Bullrush Drive		Meadows at Shawnee
Rowe	Robert Landon	2	603	Marvel Road		Lakelawn Estates
Roxby	Arthur T. III	4	6	NW Salevan Place		
Ruffin	Marcealeate S.	4	515	Truitt Avenue		
Ruhl	Nancy Elayne	1	5	Little Pond Drive		Meadows at Shawnee
Ruiz	Christopher Michael	4	105	N Landing Drive		Knotts Landing
Ruiz	Gervasio Jr.	4	105	N Landing Drive		Knotts Landing
Rumley	I. Helen	4	5	Linstone Lane	419	Silver Lake Apartments
Rupp	Hildegard S.	1	143	Aspen Court		Hearthstone Manor
Russ	Daneshia Shakia	4	446	North Street		
Russ	Denice E.	3	54	Shore Lane		Lighthouse Estates
Russ	Kathryn Kimmel	2	300	Lakelawn Drive		Lakelawn Estates
Russell	Bonnie D.	2	321	Hall Place		
Russo	Joan K.	3	513	N Washington Street		
Ryan	Danahey	1	163	Barksdale Court		Hearthstone Manor
Ryan	Patricia N.	1	163	Barksdale Court		Hearthstone Manor
Sabia	Eleanor R.	1	155	Barksdale Court		Hearthstone Manor
Sabia	Mauro A.	1	155	Barksdale Court		Hearthstone Manor

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Sacks	Lewis W.	1	9	W Thrush Drive		Meadows at Shawnee
Saldana	Luis A.	4	306	West Street		
Salevan	David A.	2	816	New Street		
Sames	Carolyn J	2	7	Sunset Lane		
Sames	Richard C.	2	7	Sunset Lane		
Sammons	Cynthia Alice	2	321	S Walnut Street		
Sammons	John H.Jr.	2	321	S Walnut Street		
Sanburn-Rogers	Julia E.	4	308	Ashley Way		Milford Crossing
Sanchez	Eva	1	403	McColley Street		
Sandifer	Charlene Kay	3	914	SE Second Street		
Sapp	Jane Savin	3	204	McColley Street		
Sapp	John Foster	3	204	McColley Street		
Sarro	Regina	3	26	Cedar Beach Road		
Sauls	Antoinette Yvonne	1	2	E Thrush Drive		Meadows at Shawnee
Sauls	David R.	1	2	E Thrush Drive		Meadows at Shawnee
Savage	Cynthia L.	3	403	N Washington Street		
Savage	Harry R.	3	403	N Washington Street		
Savage	Samuel Robert	3	403	N Washington Street		
Savage	Sara Louise	1	125	Hickory Branch Court		Hearthstone Manor
Savage	Stephanie Marie	3	403	N Washington Street		
Saxon	Dana M.	3	611	SE Second Street		
Saxon	Nancy Harper	4	113	NW Front Street		
Saxon	Warren R.	3	611	SE Second Street		
Sayer	Charlotte Anne	3	203	SE Front Street		
Sayer	Priscilla Jane	3	203	SE Front Street		
Sbona	Georgiann	1	19	Homestead Boulevard		Hearthstone Manor
Sbona	Samuel Ralph	1	19	Homestead Boulevard		Hearthstone Manor
Schaap	Lucinda	3	1012	SE Second Street		
Schaap	Robert	3	1012	SE Second Street		
Schauer	Lloyd John	1	14	Big Pond Drive		Meadows at Shawnee
Scheetz	Timothy Edward	1	3601A	N Sagamore Drive		Hearthstone Manor
Schiedenhelm	Betty Lou	4	140	N Landing Drive		Knotts Landing
Schlabach	Jay E.	2	303	Woodland Drive		Lakelawn Estates
Schleigh	David William	1	2	W Thrush Drive		Meadows at Shawnee
Schleigh	Mary Anne	1	2	W Thrush Drive		Meadows at Shawnee
Schmeiser	JoAnne I.	1	2901A	Heather Drive		Hearthstone Manor

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Schmidt	Carl R. Jr.	1	4	Clearview Drive		Hearthstone Manor
Schmidt	Eric G.	2	416	S Washington Street		
Schmidt	Gregory Karl	3	210	SE Front Street		
Schmidt	Karl Frederick	3	210	SE Front Street		
Schmidt	Lonnie Richard	2	434	Kings Highway		
Schmidt	Olivia L.	1	4	Clearview Drive		Hearthstone Manor
Schmidt	Peggy Ann	3	210	SE Front Street		
Schofield	Cindy L.	1	300	Matthew Circle		Matlinds Estates
Schrader	Tiffany Joy Mast	1	36	Meadow Lark Drive		Meadows at Shawnee
Scott	Aleatha K.	4	454	North Street		
Scott	Angela Sherrod	1	18	Meadow Lark Drive		Meadows at Shawnee
Scott	Gloria A.	4	110	NW Third Street		
Scott	John C.	3	280	N Rehoboth Boulevard		
Scott	Virginia B.	3	280	N Rehoboth Boulevard		
Scotton	Carol V.	3	905	SE Front Street		
Scotton	Leslie II	3	905	SE Front Street		
Sender	Carole Louise	1	3601D	S Sagamore Drive		Hearthstone Manor
Sender	John Bernard Jr.	1	3601D	S Sagamore Drive		Hearthstone Manor
Sentman	Douglas B.	2	104	Pine Street		
Session	Linda	4	114	Allen Way	21	Brightway Commons
Seth	Lolita C.	4	108	Allen Way	11	Brightway Commons
Shafer	Harriett W.	4	135	N Landing Drive		Knotts Landing
Shafer	Julian R.	4	135	N Landing Drive		Knotts Landing
Shaffer	Scott E.	4	806	Parson Thorne Apartments		
Shaffer	Sherry A.	1	12	W Bullrush Drive		Meadows at Shawnee
Shah	Bindesh B.	1	1	W Bullrush Drive		Meadows at Shawnee
Shah	Priti	1	1	W Bullrush Drive		Meadows at Shawnee
Sharp	Brenda Lee	3	838	NE Front Street		
Sharp	Delema E.	1	149	Hickory Branch Court		Hearthstone Manor
Sharp	Donna Marie	3	844	NE Front Street		
Sharp	Eugene M. III	2	706	N Shore Drive		North Shores
Sharp	Kelly Lynn	1	617	Beechwood Avenue		Marshall Commons
Sharp	Marvin C.	3	844	NE Front Street		
Sharp	Mary Ann	4	9	Rogers Drive		
Sharp	Michael S.	1	617	Beechwood Avenue		Marshall Commons
Sharp	Rebecca L.	2	706	N Shore Drive		North Shores

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Sharp	Regina A.	4	108	Allen Way	21	Brightway Commons
Sharp	Ronald H.	1	305	Marshall Street		
Sharp	Sheila M.	1	305	Marshall Street		
Sharp	William H. Jr.	4	606	Truitt Avenue Ext		
Shea	Elizabeth H.	2	10	Delaware Avenue		
Shea	Gary D.	2	12	Delaware Avenue		
Shea	Kathy J.	1	304	Montgomery Street		
Shea	Michael J.	1	304	Montgomery Street		
Sheaffer	John B.	2	432	Kings Highway		
Sheaffer	Mary Lou	2	432	Kings Highway		
Shear	Crystal	2	1	Sunset Lane		
Shear	Marilyn C	4	207	Ashley Way		Milford Crossing
Shearer	Jeanette Theresa	4	502	Parson Thorne Apartments		
Shearer	Raymond Lee	4	502	Parson Thorne Apartments		
Sheffy	Virginia L	3	308	S Rehoboth Boulevard		
Shelborne	Demarcus Daniel	3	10	NE Salevan Place		
Shelton	Geraldine E.	4	109	Valley Drive		Valley Run Apts
Sherwood	Carol C.	2	13	E Clarke Avenue		
Sherwood	Nancy Gaye	3	805	N Walnut Street		
Sherwood	Richard M.	2	13	E Clarke Avenue		
Shields	Columbus N.	1	5	E Green Lane		Orchard Hill
Shields	John William	1	13	Big Pond Drive		Meadows at Shawnee
Shifflett	Willis R.	1	804	Joshua Drive		Matlinds Estates
Shimizu	Helena Bernice	1	39	Little Birch Drive		Hearthstone Manor
Shinholt	Hazel A.	1	4	W Bullrush Drive		Meadows at Shawnee
Shinholt	Robert	1	4	W Bullrush Drive		Meadows at Shawnee
Shockley	Brandi Lynn	3	210	NE Fourth Street		
Shockley	David A.	3	614	SE Front Street		
Shockley	Debbie A.	3	210	NE Fourth Street		
Shockley	John D.	3	210	NE Fourth Street		
Shockley	Myrna S.	3	614	SE Front Street		
Shockley	Tricia A.	1	2903I	Heather Drive		Hearthstone Manor
Short	Scott Douglas	2	7	Nelson Street		
Short	Thomas C.	3	42	Fisher Avenue		
Shorter	Thelma R.	3	509	Carlisle Lane		
Showell	Anita L.	2	18546	Eleanor Lane		Walnut Village

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Showell	Gregory Levant Sr.	3	20	NE Tenth Street		
Showell	Linda J. Sharpe	3	20	NE Tenth Street		
Shreeve	Anne Ridgely	1	4403J	Fullerton Court		Hearthstone Manor
Shunk	Taylor Catherine	1	8	W Thrush Drive		Meadows at Shawnee
Shupard	Howard D. Jr.	3	405	N Washington Street		
Shupard	Rosanne T.	3	405	N Washington Street		
Shupe	Bryan William	1	12	W Bullrush Drive		Meadows at Shawnee
Shupe	Sheridan Allayne	1	805	Joshua Drive		Matlinds Estates
Shupe	William J.	1	805	Joshua Drive		Matlinds Estates
Silbereisen	Albert J.	1	301	Marshall Street		
Simon	Edward L.	1	117	Barksdale Court		Hearthstone Manor
Simon	Patrica A.	1	117	Barksdale Court		Hearthstone Manor
Simpson	Deborah K.	2	6	W Clarke Avenue		
Simpson	F. Gary	2	6	W Clarke Avenue		
Simpson	Olive P.	2	1000	S Walnut Street		
Siok	Joseph F.	2	404	S Walnut Street		
Siok	Leslie G.	2	404	S Walnut Street		
Skinner	Crystal Renee	3	907	N Walnut Street		
Skinner	Danny M.	3	907	N Walnut Street		
Skinner	Kathryn M.	3	907	N Walnut Street		
Sleva	Jodie H.	3	801	N Walnut Street		
Sleva	Morgan T.	3	801	N Walnut Street		
Sloan	Nancy Banta	1	21	Little Birch Drive		Hearthstone Manor
Sloan	William Douglas	1	21	Little Birch Drive		Hearthstone Manor
Slonacher	Frances A.	3	1020	SE Second Street		
Smith	Ann H.	2	407	S Walnut Street		
Smith	Bernice	2	615	Seabury Avenue		
Smith	Bobby M.	4	15	Rogers Drive		
Smith	Borden E. II	4	203	Truitt Avenue		
Smith	Connie R.	1	800	Joshua Drive		Matlinds Estates
Smith	Daniel Alan	2	615	Seabury Avenue		
Smith	Debra Lynn	3	23	NW Second Street		
Smith	Dorothy S.	4	709	Truitt Avenue Ext		
Smith	Frank M.	2	407	S Walnut Street		
Smith	Gary W.	3	211	SE Front Street		
Smith	Iva A.	2	111	School Place		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Smith	Jeannine Marilyn	4	239	S Landing Drive		Knotts Landing
Smith	Jeremiah David	2	211	S Walnut Street		
Smith	Jessica Lynn	4	10	Rogers Drive		
Smith	Mary A.	2	505	Caulk Road		Lakelawn Estates
Smith	Maude	3	109	McColley Street		
Smith	Melvin E.	4	709	Truitt Avenue Ext		
Smith	Mina J.	2	921	S DuPont Boulevard		
Smith	Neil R.	2	111	School Place		
Smith	Norman T.	2	921	S DuPont Boulevard		
Smith	Paul Phillip	1	18	Meadow Lark Drive		Meadows at Shawnee
Smith	Robert D. III	2	100	Lakelawn Drive		Lakelawn Estates
Smith	Robert Raymond	2	207	S Walnut Street		
Smith	Robert Wayne	1	800	Joshua Drive		Matlinds Estates
Smith	Rosie L.	4	1	Lucia Circle		
Smith	Roy L.	2	505	Caulk Road		Lakelawn Estates
Smith	Shelton Lee Sr.	4	1	Lucia Circle		
Smith	Stephanie S.	2	100	Lakelawn Drive		Lakelawn Estates
Smith	Thelton T.	4	114	Silver Lake Estates		
Smith	Verda M.	3	211	SE Front Street		
Smith	Wayne E.	2	615	S DuPont Boulevard		
Smith-Merrell	Victoria	2	506	Misphillion Apartments		
Snead	Natasha C.	1	511	McColley Street		
Snook	Iver Vincent	1	107	Marlin Court		Orchard Hill
Snook	Linda G.	1	107	Marlin Court		Orchard Hill
Snyder	Donna J.	3	54	General Torbert Drive		Sawmill Village
Sobolewski	Leonard S.	4	109	Ginger Lane		Knotts Landing
Sobolewski	Margaret B.	4	109	Ginger Lane		Knotts Landing
Sockrider	David W.	1	5	Briar Court		
Sockrider	Linda Dianne	1	5	Briar Court		Meadows at Shawnee
Soden	Matthew A.	2	5	Nelson Street		Meadows at Shawnee
Soden	Penny D.	2	5	Nelson Street		
Sodergren	C. Robert	3	212	N Walnut Street		
Sorden	Violet Elaine	4	505	Truitt Avenue		
Sottile	John V.	1	13	Little Birch Drive		Hearthstone Manor
Southard	Alan R.	2	502	NW Front Street	A	
Southard	Jeanette A.	3	201	Marshall Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Spady	David M.	4	104	Bright Way		Brightway Commons
Spady	Marvin D.	4	104	Bright Way		Brightway Commons
Spain	Dorothy R.	3	620	N Washington Street		
Spence	Mary K.	4	607	North Street Ext		
Spence	Wayne Edward	4	607	North Street Ext		
Spigone	Elizabeth Anne	3	30	General Torbert Drive		Sawmill Village
Spigone	Joseph Edmund	3	30	General Torbert Drive		Sawmill Village
Spillane	Michael David	1	20	Clearview Drive		Hearthstone Manor
Spivey	Arlene Y.	4	108	Bright Way		Brightway Commons
Spurio	Ernest J. Jr.	1	3001D	S Heather Drive		Hearthstone Manor
Spurio	Joan C.	1	3001D	S Heather Drive		Hearthstone Manor
Staats	Kathryn B.	1	202	Matthew Circle		Matlinds Estates
Staats	Russell T.	1	202	Matthew Circle		Matlinds Estates
Stack	Juanita Kay Bedo	3	207	Charles Street		
Stack	Kenneth A	3	207	Charles Street		
Stanton-Hinex	Angela R.	1	26	Meadow Lark Drive		Meadows at Shawnee
Starkey	Kathleen S.	2	13	W Clarke Avenue		
Starkey	Robert G.	2	13	W Clarke Avenue		
Starling	James O. Sr.	4	713	Truitt Avenue Ext		
Starling	Janel D.	4	713	Truitt Avenue Ext		
Staton	Cecil Oulds	1	10	Misty Vale Court		Meadows at Shawnee
Stayton	Lisa Dawn	2	14	Pennsylvania Avenue		
Stayton	Nicholas N	3	210	East Street		
Steele	Barbara J.	2	402	S Washington Street		
Steele	Doris I.	4	600	Parson Thorne Apartments		
Steele	Paul	2	402	S Washington Street		
Steiner	Anthony L.	1	21	Meadow Lark Drive		Meadows at Shawnee
Steiner	Donald L.	2	7	Lakelawn Drive		Lakelawn Estates
Steiner	Linda J.	1	21	Meadow Lark Drive		Meadows at Shawnee
Steiner	Marie	2	7	Lakelawn Drive		Lakelawn Estates
Steinhauer	Karen L.	4	124	N Landing Drive		Knotts Landing
Steinhauer	Robert A.	4	124	N Landing Drive		Knotts Landing
Stenaka	Joan D.	1	629	Beechwood Avenue		Marshall Commons
Stenaka	Leo J.	1	629	Beechwood Avenue		Marshall Commons
Stetson	Kathryn A.	1	147	Hickory Branch Court		Hearthstone Manor
Stevens	Andrew Vanzant	3	21	General Torbert Drive		Sawmill Village

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Stevens	Angela	1	601	McColley Street		
Stevens	Charlene E.	4	119	Bright Way		Brightway Commons
Stevens	Cynthia Ann	4	119	Bright Way		Brightway Commons
Stevenson	Gloria E.	4	404	W Moyer Circle	A	Milford Crossing
Stradford	Jeffrey P.	4	609	North Street Ext		
Strahle	Albert	4	500	Parson Thorne Apartments		
Strahle	Dorothy G.	4	500	Parson Thorne Apartments		
Straub	Ruth B.	2	103	Pine Street		
Stuchlik	M. Susan	4	203	Parson Thorne Apartments		
Studte	Lois	1	402	Charles Street		
Studte	Michael E.	1	402	Charles Street		
Studte Jr.	Walter H.	1	402	Charles Street		
Stutzman	James Lynn	2	111	School Place		
Stutzman	Norma Jean	2	111	School Place		
Sudler	Marion A.	4	700	Truitt Avenue Ext		
Sullivan	Frances A.	4	5	Truitt Avenue		
Sullivan	Lawrence	1	6	E Thrush Drive		Meadows at Shawnee
Sullivan	Susan C.	1	6	E Thrush Drive		Meadows at Shawnee
Swain	Dana Suzanne	3	35	Fisher Avenue		
Swain	G. Walter	3	5899	S Rehoboth Boulevard		
Swain	Janet R.	3	5899	S Rehoboth Boulevard		
Swain	Scott Thomas	3	35	Fisher Avenue		
Swain	Susan Kaye	3	35	Fisher Avenue		
Swank	Carol L	1	11	Homestead Boulevard		Hearthstone Manor
Swank	William C. Jr	1	11	Homestead Boulevard		Hearthstone Manor
Swanson	Wilbur M.	3	218	N Walnut Street		
Sweeney	Edward J.	1	9	Misty Vale Court		Meadows at Shawnee
Sweeney	Elizabeth A.	1	9	Misty Vale Court		Meadows at Shawnee
Sylvanus	Ross Mills III	1	7	W Thrush Drive		Meadows at Shawnee
Sylvester	Marianne W	1	4201A	Summer Brook Way		Hearthstone Manor
Symons	Helga	1	202	Beaufort Lane		Orchard Hill
Symons	Irwin Jay	1	202	Beaufort Lane		Orchard Hill
Szczesay	Eileen J.	4	122	Ginger Lane		Knotts Landing
Szczesay	Richard Joseph	4	122	Ginger Lane		Knotts Landing
Taylor	Mary I.	4		Silver Lake Estates		
Teagle	Walter	4	409 ½	N Church Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Temparali	Charles J.	1	2	E Green Lane		Orchard Hill
Temparali	Patricia Phyllis	1	2	E Green Lane		Orchard Hill
Teyker	Janet Kelley	1	808	SE Fifth Street		
Teyker	Rovert H	1	808	SE Fifth Street		
Thawley	Beverly A.	3	6	NE Sixth Street		
Thien	Stephen S	1	141	W Green Lane		Orchard Hill
Thigpen	William Christopher	1	6383	Tabard Drive		Watergate
Thomas	Cynthia P.	2	609	Lakelawn Drive		Lakelawn Estates
Thomas	Elizabeth S.	1	310	Charles Street		
Thomas	Renate	2	609	Lakelawn Drive		Lakelawn Estates
Thompson	Charles P.	2	414	NW Front Street	B	
Thompson	Gary L.	1	34	Clearview Drive		Hearthstone Manor
Thompson	Patricia C.	1	504	Maple Street		
Thompson	Winford	4	107	Allen Way	22	Brightway Commons
Thoms	Paula A.	1	601	Maple Street		Marshall Commons
Tisdell	Kevin C.	3	54	General Torbert Drive		Sawmill Village
Tjaden	Carol Ann	1	14	Kingston Terrace		Hearthstone Manor
Tkach	James G.	1	10	Little Pond Drive		Meadows at Shawnee
Tkach	Sandra Lee	1	10	Little Pond Drive		Meadows at Shawnee
Tobin	Anna Patricia	4	201	Parson Thorne Apartments		
Tobler	Ruth Ann	1	3501C	S Sagamore Drive		Hearthstone Manor
Todd	Joyce R.	3	3	Governor Watson Court		Sawmill Village
Todd	Michael L.	3	3	Governor Watson Court		Sawmill Village
Tonwe	Tutse D.	3	1011	N Walnut Street		
Torbert	Carol A.	4	706	North Street Ext		
Torbert	George E.	4	706	North Street Ext		
Torres	Maribel F.	1	21	McColley Street		
Tosques	Vicki A.	2	5	Causey Avenue	4	
Tough	Donald M.	2	511	S Walnut Street		
Towers	Howard Chester	1	42	Clearview Drive		Hearthstone Manor
Towers	Jane E.	2	2	Lakelawn Drive		Lakelawn Estates
Towers	Myrtle Jean	1	42	Clearview Drive		Hearthstone Manor
Towers	William Edward	2	2	Lakelawn Drive		Lakelawn Estates
Townsend	John R.	1	4003L	N Sagamore Drive		Hearthstone Manor
Trivits	Courtney R.	1	100	Beaufort Lane		Orchard Hill
Troisi	Carol A.	1	707	Cedarwood Court		Marshall Commons

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Troisi	Gilbert Gene	1	707	Cedarwood Court		Marshall Commons
Trotman	Audrey L.	4	110	NW Fourth Street		
Truitt	William C.	1	312	Fisher Avenue		
Tschantre	Joyce M.	2	815	Seabury Avenue		
Tschantre	Leon E.	2	815	Seabury Avenue		
Tucker	Atwood Jr.	1	507	Marshall Street		
Tucker	Deborah H.	3	805	SE Second Street		
Tucker	Eileen M.	4	112	N Landing Drive		Knotts Landing
Tucker	Francis	4	112	N Landing Drive		Knotts Landing
Tucker	Jason K.	4	112	N Landing Drive		Knotts Landing
Tucker	John D.	1	315	McColley Street		
Tucker	Mary F.	1	507	Marshall Street		
Tucker	Samuel D.	3	106	Lovers Lane		
Tucker	William Fred	1	706	Cedarwood Court		Marshall Commons
Tunnell	Frances M.	4	708	Truitt Avenue Ext		
Tunnell	Harvey Jr.	4	708	Truitt Avenue Ext		
Turner	Cynthia Ann	4	107	Starland Way		Knotts Landing
Turner	George W.	3	103	Charles Street		
Turner	Jane J.	3	103	Charles Street		
Turner	Paul A.	4	107	Starland Way		Knotts Landing
Turner	Timothy Mark	1	125	Barksdale Court		Hearthstone Manor
Turner	Verna L.	1	303	Matthew Circle		Matlinds Estates
Uffner	Martin J.	2	8	E Clarke Avenue		
Van Tine	John William	4	901	Roosa Road		
Van Tine	Virginia Roosa	4	901	Roosa Road		
VanAlstine	Robert I.	4	104	Ashley Way		Milford Crossing
Vanaman	Charles P.	3	217	McColley Street		
Vanaman	Susan B.	1	700	SE Fifth Street		
VandenDries	Jody N.	3	324	SE Second Street		
VanGorder	Joan J.	2	301	S DuPont Boulevard		
VanGorder	Robert F.	2	301	S DuPont Boulevard		
Vann	Mary Ann	4	108	Allen Way	31	Brightway Commons
VanVorst	Gladys E.	2	14	Elizabeth Street		
VanVorst	Richard E.	2	14	Elizabeth Street		
VanVorst	Robert E.	2	14	Elizabeth Street		
Vaughn	George H.	4	233	S Landing Drive		Knotts Landing

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Vaughn	John C. Sr.	3	503	NE Fifth Street		
Vaughn	Nancy F.	3	503	NE Fifth Street		
Vaughn	Patricia G.	4	233	S Landing Drive		Knotts Landing
Vazquez	Cesar M.	1	3201D	W Brookmeyer Drive		Hearthstone Manor
Vazquez	Linda L.	1	3201D	W Brookmeyer Drive		Hearthstone Manor
Veals	Thelma Judy	1	8	Briar Court		Meadows at Shawnee
Vehlow	Karen Marcy	1	41	Meadow Lark Drive		Meadows at Shawnee
Vehlow	Richard Herbert	1	41	Meadow Lark Drive		Meadows at Shawnee
Venett	Ashley Rose	2	509	S Walnut Street		
Venett	Steven Emmett	2	509	S Walnut Street		
Verkade	David W.	2	604	New Street		
Verkade	Dianne	2	604	New Street		
Vezmar	Kathy Ann	2	12	Sunset Lane		
Vezmar	Lorraine N.	3	27	General Torbert Drive		Sawmill Village
Vezmar	Michael W.	3	27	General Torbert Drive		Sawmill Village
Vezmar	Stephen M.	2	12	Sunset Lane		
Vican	Anthony J. Jr.	2	602	NW Front Street		
Vican	Barbara	2	602	NW Front Street		
Vican	Denise Kaye	1	414	Fisher Avenue		
Vican	Richard A.	1	414	Fisher Avenue		
Vicino	Jean	1	8	E Bullrush Drive		Meadows at Shawnee
Vicino	Michael J.	1	8	E Bullrush Drive		Meadows at Shawnee
Villalobos	Anne Layton	1	2	Royal Court		Orchard Hill
Villalobos Martinez	Osiel	1	2	Royal Court		Orchard Hill
Vincent	Calvin Lenwood	1	11	Crown Circle		Orchard Hill
Vincent	Patricia Carolyn	1	11	Crown Circle		Orchard Hill
Viohl	Donald L.	3	105	Franklin Street		
Viramontes	Eric B	2	408	Evergreen Circle		Lakelawn Estates
Viramontes	Felicia B.	2	408	Evergreen Circle		Lakelawn Estates
Viramontes	Robert	2	408	Evergreen Circle		Lakelawn Estates
Viramontes	Rose E.	2	408	Evergreen Circle		Lakelawn Estates
Voshell	Joyce A.	2	506	Reed Road		Lakelawn Estates
Voshell	Robert J.	2	506	Reed Road		Lakelawn Estates
Wachel	Georgeana	1	511	Marshall Street	F	
Waddler	Michele D.	2	501	Lakelawn Drive		Lakelawn Estates
Wadkins	Pearl B.	2	11	W Clarke Avenue		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Wadkins-Berry	Gaillyn	2	422	S Walnut Street		
Wagamon	James A	4	113	NW Front Street		
Wagner	Benjamin E.	3	19591	Drummond Drive		Fork Landing
Wagner	Catherine A.	3	19591	Drummond Drive		Fork Landing
Wahl	Eric C.	1	3301C	N Sagamore Drive		Hearthstone Manor
Walch	Diana L.	2	406	Marvel Road		Lakelawn Estates
Walch	Vernon H.	2	406	Marvel Road		Lakelawn Estates
Waldorf	Anne T.	1	103	Marlin Court		Orchard Hill
Waldorf	Louis J. Jr.	1	103	Marlin Court		Orchard Hill
Walker	Barbara Mary	4	8	Lucia Drive		
Walker	Cassie Lawn	3	39	Fisher Avenue		
Walker	David B.	3	37	General Torbert Drive		Sawmill Village
Walker	James Peter	3	39	Fisher Avenue		
Walker	Jamie A. Sr.	4	8	Lucia Drive		
Walker	Paul E. Jr.	4	8	Archers Way		Archers Knoll
Walker	Phyllis E.	4	8	Archers Way		Archers Knoll
Walker	Ronda D.	3	511	SE Front Street		
Wallace	Elizabeth Kelly	1	4402F	Fullerton Court		Hearthstone Manor
Wallace	Jon Robert	2	413	Woodland Drive		Lakelawn Estates
Walls	Blanche Jefferson	1	630	Marshall Street		
Walls	Charles A.	1	630	Marshall Street		
Walls	Daniel J.	3	208	Marshall Street		
Walls	Harold Lewis	1	630	Marshall Street		
Walls	James Jay	1	809	SE Fifth Street		
Walls	John W.	1	805	SE Fifth Street		
Walls	Lauren Marie	1	809	SE Fifth Street		
Walls	Patricia G.	1	314	Fisher Avenue		
Walls	Robert O.	1	314	Fisher Avenue		
Walls	Sara E.	3	708	N Washington Street		
Walls	Shirley M.	1	809	SE Fifth Street		
Walls	Tina Sue	1	630	Marshall Street		
Walls	Colin W. Sr	1	805	SE Fifth Street		
Walls-Culotta	Sandra L	2	6	E Clarke Avenue		
Walls-Hall	Sharon	1	4203K	Fullerton Court		Hearthstone Manor
Walsh	Florence K.	2	809	Seabury Avenue		
Walter	Stephen C.	2	404	Woodland Drive		Lakelawn Estates

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Walter	Tiffany	2	404	Woodland Drive		Lakelawn Estates
Walters	Darrell Andrew	2	603	Lakeview Avenue		
Walters	Kristin M.	2	603	Lakeview Avenue		
Walters	Quinn Andrew	2	32	N Walnut Street		
Walther	Joan D.	1	32031	E Brookmeyer Drive		Hearthstone Manor
Waltman	Albert	2	14-22	NW Front Street	12	
Waltman	Norma F.	3	919	SE Second Street		
Waples	Charlene A.	1	307	Charles Street		
Ward	Carlos Everado Sr.	1	2	Briar Court		Meadows at Shawnee
Ward	Maria Tomasa	1	2	Briar Court		Meadows at Shawnee
Warfel	Anthony Brooks	3	61	General Torbert Drive		Sawmill Village
Warfel	Brendon T.	3	960	NE Front Street		
Warfel	Cynthia L.	3	960	NE Front Street		
Warfel (Davis)	Margaret T.	3	61	General Torbert Drive		Sawmill Village
Warren	Catherine D.	3	503	NE Front Street		
Warren	Cecelia M.	2	1031	S DuPont Boulevard		
Warren	Mary Ann	2	400	Sussex Avenue		
Warrington	Carole A.	4	803	N DuPont Boulevard		
Watford	Bonnie K.	2	1	Donovan Street		
Watford	Stroman T. Jr.	2	1	Donovan Street		
Watson	JoAnn Smith	2	601	Marvel Road		Lakelawn Estates
Watson	Katie T.	2	709	New Street		
Watts	Sandra J.	4	308	North Street		
Webb	Aileen R.	3	909	Berry Lane		
Webb	Diane D.	3	5	NE Sixth Street		
Webb	Harold L.	3	101	NE Eighth Street		
Webb	Jesse C.	3	19858	Beaver Dam Road		
Webb	John D.	3	610	SE Second Street		
Webb	Melissa P.	3	101	NE Eighth Street		
Webb	Michele Renee	3	805	N Walnut Street		
Webb	Philip R.	4	248	S Landing Drive		Knotts Landing
Webb	Thomas E.	3	909	Berry Lane		
Webb	Joyce L.	3	19858	Beaver Dam Road		
Weber	Bobby	1	112	Marshall Street		
Weeks	Deborah Carol	1	116	W Green Lane		Orchard Hill
Welch	Linda B.	2	714	New Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Welch	Linda Kay	1	4501C	Summer Brook Way		Hearthstone Manor
Wells	Joseph W.	3	52	General Torbert Drive		Sawmill Village
Wells	Michael S.	3	603	N Walnut Street		
Wells	Pamela Anne	3	603	N Walnut Street		
Wells	Rita F.	3	52	General Torbert Drive		Sawmill Village
Wendland	Ann Eileen	1	157	Hickory Branch Court		Hearthstone Manor
West	Esther Catherine	1	606	Montgomery Street		
Western	Lillian M.	2	431	Kings Highway		
Western	Paul W.	4	104	N Church Street		
Whalen	Deborah S.	2	800	S Walnut Street		
Whalen	Joseph P.	2	800	S Walnut Street		
Whaley	Cory M.	1	6	Fairway Court		Orchard Hill
Whaley	Jeremiah K.	4	110	N Church Street		
Whaley	Latanya J.	4	110	N Church Street		
Wheatley	Bruce D.	1	11	W Bullrush Drive		Meadows at Shawnee
Wheatley	Mary Lou	1	11	W Bullrush Drive		Meadows at Shawnee
White	Ernestine Helene	1	143	Hickory Branch Court		Hearthstone Manor
White	James	4	514	N Church Street	B	
White	Kathleen E.	2	26	McCoy Street		
White	Katrina L.	4	203	Allen Way	13	Brightway Commons
White	Michael R.	1	308	Fisher Avenue		
White	Pedro T.	4	105	Bright Way		Brightway Commons
White	Peter W.	2	5	Delaware Avenue		
White	Susan Marie	1	1002	Lemuel Street		
White	Wallace A.	4	512	N Church Street		
Whitney	Wayne B.	1	403	Marshall Street		
Whyte	Carol Jean	1	406	Marshall Street		
Wiegman	Kathleen A.	2	427	Kings Highway		
Wiessner	Gilbert William Jr	2	18516	Thelma Lane		Walnut Village
Wilcox	Shana Le Ann	4	400	N Walnut Street		
Wilcutts	Mary L.	2	624	NW Front Street		
Wilcutts	Roy	2	624	NW Front Street		
Wiley	David A.	3	511	SE Front Street		
Wiley	Jessica Leigh	2	202	Lakeview Avenue		
Wiley	Joseph E.	2	202	Lakeview Avenue		
Wiley	Mary E.	3	404	SE Front Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Wiley	Renate K.	2	202	Lakeview Avenue		
Wilkerson	David A.	4	209	Truitt Avenue		
Wilkins	Audie M.	2	308	Hall Place		
Wilkins	Bernice J.	2	418	Kings Highway		
Wilkins	Carol Ann	2	608	New Street		
Wilkins	Howard C. II	1	410	Bridgeham Avenue		
Wilkins	Julia A.	2	19	W Clarke Avenue		
Wilkins	Sandra Lee	1	807	SE Fourth Street		
Wilkinson	David Wayne	3	911	SE Third Street		
Wilkinson	Floyd H. Jr.	1	503	McColley Street		
Wilkinson	Janet	1	503	McColley Street		
Willey	Ruth E.	3	214	Charles Street		
Williams	Ann C.	3	108	Charles Street		
Williams	Ann C.	1	655	Beechwood Avenue		Marshall Commons
Williams	Bernadette J.	2	5	Wilbur Street		
Williams	Daniel C.	2	5	Wilbur Street		
Williams	Debra Lewis	1	111C	Barksdale Court		Hearthstone Manor
Williams	Donald E.	1	20	E Bullrush Drive		Meadows at Shawnee
Williams	Grant A.	2	127	School Place		
Williams	John R.	4	408	Church Street		
Williams	Linda L.	2	32	Elizabeth Street		
Williams	Nolan Stafford	1	111C	Barksdale Court		Hearthstone Manor
Williams	Tonya R.	2	810	New Street		
Williamson	James Richard	3	209	Lovers Lane		
Williams-Terrell	Maxine	1	20	E Bullrush Drive		Meadows at Shawnee
Willis	Dawn L.	2	304	Hall Place		
Willis	Doris M.	2	500	S DuPont Boulevard		The Heritage
Willis	Hilda B.	2	1001	Misphillion III		
Wilson	Adelaide E.	4	408	North Street		
Wilson	Bonnie L.	3	506	SE Front Street		
Wilson	Carlene	2	11	Nelson Street		
Wilson	Joshua M.	2	11	Nelson Street		
Wilson	Katrina J.	4	605	North Street Ext		
Wilson	Michael L.	2	11	Nelson Street		
Wilson	Nakiema Danica	4	200	Valley Drive	33	Valley Run Apts
Wilson	R. Darrell P.	4	605	North Street Ext		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Wilson	Richard A.	2	11	Nelson Street		
Wilson	Shayla Michele	2	11	Nelson Street		
Winder	Diane A.	4	201	N Church Street		
Windsor	Joan Marie	2	11	McCoy Street		
Winkler	Carol Anne	1	4201D	Fullerton Court		Hearthstone Manor
Wintjen	Barbara Jean	4	606	N Walnut Street		
Wisniewski	Frank A. Jr.	1	313	McColley Street		
Wisniewski	Therese M.	1	313	McColley Street		
Witman	Frances L.	3	45	General Torbert Drive		Sawmill Village
Witman	Russell G. III	3	2	Governor Tharp Court		Sawmill Village
Wolf	Barbara Ann	2	406	NW Front Street		
Wolf	Mary E.	2	308	Regent Road		Lakelawn Estates
Wolfe	Joseph Ashley	2	18	Delaware Avenue		
Wolfe	Kenneth W.	3	505	SE Front Street		
Wolhar	Angela Marie	1	214	Beaufort Lane		Orchard Hill
Wolhar	Robert C III	1	214	Beaufort Lane		Orchard Hill
Wood	Constance Downes	2	718	New Street		
Wood	Davis H.	2	520	NW Front Street		
Wood	Denise Y.	2	520	NW Front Street		
Wood	Donna O.	4	106	N Landing Drive		Knotts Landing
Wood	Lois A.	1	510	McColley Street		
Woods	Antonio Lee	4	110	West Street		
Woods	James E.	4	110	West Street		
Wooters	Lois J.	3	709	N Washington Street		
Worrall	John A.	2	514	NW Front Street	5	
Worthy	Bradie	3	217	NE Fourth Street		
Worthy	Ivery L.	3	217	NE Fourth Street		
Wothers	Mary C.	2	303	Misphillion I		
Wright	Curtis E.	3	40	General Torbert Drive		Sawmill Village
Wright	Irvin.W.	4	222	North Street		
Wright	Lois A.	4	222	North Street		
Wright	Manuela Manenti	3	40	General Torbert Drive		Sawmill Village
Wyatt	James Henry	1	117	Aspen Court		Hearthstone Manor
Wyatt	Kathi Lynn	2	113	School Place		
Wyatt	Susan R.	2	502	Caulk Road		Lakelawn Estates
Wyatt	Tiffany	3	213	Marshall Street		

City of Milford
Registered Voters

Last Name	First Name	Ward	Street Number	Street Name	Apt	Development
Wylie	Jean A.	1	306	Charles Street		
Xiques	Michele Lee	1	119	Aspen Court		Hearthstone Manor
Yonker	Janet W.	2	304	Woodland Drive		Lakelawn Estates
Yordy	Michael K.	1	6165	Kirby Road		Meadows at Shawnee
Yosifon	Meir Michael	4	126	N Landing Drive		Knotts Landing
Young	J. Gardner	4	501	NW Front Street		
Young	Lucille I.	4	601	Parson Thorne Apartments		
Young	Mable A.	4	309	N Church Street		
Young	Naomi M.	3	204	N Rehoboth Boulevard		
Young	Roger Graham Sr.	4	131	N Landing Drive		Knotts Landing
Young	Russel W.	1	153	Aspen Court		Hearthstone Manor
Young	Terrie V.	4	111	Church Street		
Zaferis	Marjorie M.	1	115	Manor Lane		
Zang	George W.	3	210	Charles Street		
Zang	Karen R.	3	210	Charles Street		
Zaremba III	Michael J.	1	58	Meadow Lark Drive		
Zarraga	Antonio D.	2	505	Kings Highway		
Zarraga	Cynthia Gonzales	2	505	Kings Highway		
Zencak	Daniel Lee	2	7	Delaware Avenue		
Zicarelli	Cynthia J.	2	601	S Walnut Street		
Zicarelli	Frank A.	2	601	S Walnut Street		
Zimmerman	Joseph C. Jr.	2	306	S Washington Street		
Zlotziver	Murrie Aaron	2	207	S Walnut Street		
Zurzolo	Joseph S.	3	919	SE Front Street		
Zurzolo	Karen Lynn	3	919	SE Front Street		
Zychal	Craig	2	303	S Walnut Street		
Zychal	Nadia Maria	2	303	S Walnut Street		

JOHN S. COLLINS
523 S. WASHINGTON ST
MILFORD, DE 19963

CITY OF MILFORD,

I am asking for a waiver to the curbside sidewalk requirement on 523 S. Washington St., due to

- 1.) Cost, please see attachment from "Culvert & Pieron" (my first estimate, but a fair idea of cost).
- 2.) The sidewalk would start nowhere and end nowhere, please see attached photos.
- 3.) There is an uninterrupted sidewalk on West side of S. WASHINGTON ST, and no sidewalk on East side of road below the Little League Baseball field. please see photos.
- 4.) No prior warning of this requirement at sale of property, or at anytime the contractors were getting all other permits (I checked). Note: If I had known of this ^(ONLY AT ASKING FOR COF O. WERE WE TOLD) 13 thousand dollar addition to overall cost, I would not have purchased this property, and gone outside of Milford City for home location

John S Collins
3-21-18



P.O. Box 177
 Dagsboro, DE 19939
 631 Mitchell Street
 Millsboro, DE 19966

Invoice

Date	Invoice #
3/18/2018	9990

Bill To
4 Shore Homes Attn: Tom Ferdig

John S. Collins
 523 S. WASHINGTON ST.
 MILFORD, DE 19963

Description	Amount
<p>Custom Masonry Work: Layout and pour 5' wide concrete sidewalk to meet Town specs. Dig out existing material and install clean compactible material per Town sidewalk detail. Equipment work to cut out existing berm against Town curb. Remove excess material or spread on other areas of property for backfill. Supply and install PT or creosote timbers (builder choice) as retaining wall on private side of the sidewalk. Install dead-men anchoring system to support wall. Tie sidewalk in to existing asphalt driveway. Approximate length of sidewalk at front property line is 130'.</p> <p>*Any utilities or other underground items uncovered during construction of the sidewalk will be priced on a case-by-case basis depending on the resolution required. Telephone pole will stay in the sidewalk area and we will pour up to the pole. Straw and seed disturbed areas to be done by others. Any permitting required in addition to the existing building permit for the house will be the responsibility of the property owner, or to be reimbursed to CP at cost.*</p> <p><i>The water meter may have to be relocated, so it will cost more</i></p>	12,700.00

Job Name 4SHR-129 / Collins
 Location Milford, DE
 Home Size 2 Box MOD
 Serial/P.O. No.: 29919

Total	\$12,700.00
Balance Due	\$12,700.00

Items have been completed unless otherwise noted. _____

TERMS: DUE UPON RECEIPT; FINANCE CHARGE OF 2% PER MONTH, 24% A.P.R., CHARGED ON ALL PAST DUE ACCOUNTS.



No sidewalks on East side
of S. WASHINGTON ST, PAST
L L BALLFIELD

THEY PUT SIDEWALK IN FRONT
(FACING NORTH) OF HOUSE BUT NOT ON S. WASH.
SIDE.



Northwest corner
showing only part
of sidewalk that will be on north side of driveway.

Will I have to move mail box
to side of house?



Southwest corner of 523 S.
WASHINGTON ST.
sidewalk will end in this bush

John Collins

COMPLETE AND CONTINUOUS
SIDEWALK ON WEST SIDE
OF S. WASHINGTON ST.

N ↑

Northwest corner of
323, S. Washington St.
note: the trees and bushes
that are on Little League
Baseball field.

S. WASHINGTON ST.



John Collins

E →



No sidewalk on
East side of S. WASHINGTON
ST. POST L.L. BARREN FURD.



Continuous sidewalk
on West side of S. WASH ST.

Property Owner: John S. Collins
Address of Property: 523 South Washington Street
Milford, Delaware 19963
Tax Map No: 3-30-10.08-071.00

CITY OF MILFORD

RESOLUTION 2018-06 ***Sidewalk Waiver***

WHEREAS, the above stated owner has requested a waiver of the provisions of Chapter 197 of the Code of the City of Milford requiring the installation of curbing and sidewalks; and

WHEREAS, there exists justifiable reasons to waive the installation of said improvements at the present time;

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

1. The required improvement for curbing and sidewalk as set forth in Chapter 197 of the Code of the City of Milford for the above property are hereby waived for installation at the present time.
2. When in the future it is determined by the City of Milford in its sole judgment that it is appropriate to install said improvements, the property owner, its successors or assigns shall be required to complete said improvements at the owner's expense within the time required by the City of Milford.
3. Waiver, as approved and conditioned by Milford City Council, on February 12, 2018 shall be reflected on the Site Plan.

Mayor Bryan W. Shupe

City Clerk Teresa Hudson

Date Adopted: April 9, 2018