



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

CITY COUNCIL AGENDA Wednesday, February 22, 2023

Per the Limited Public Health Emergency Declaration issued by Governor John Carney on March 1, 2022, and the virtual meeting provisions provided in Senate Bill 94, Milford City Council Meetings and Workshops will be held in the Council Chambers at City Hall. Attendees are welcome to participate virtually as well. Public Comments are encouraged on the agenda items designated with a ®. Virtual attendees may alert the City Clerk that they wish to speak by submitting their name, address, and agenda item via the Zoom Q&A function or by using the Raise Your Hand function during the meeting. Those attending in person may comment when the floor is opened for that purpose.

All written public comments received prior to the meeting will be read into the record.

This meeting is available for viewing by the public by accessing the following link:

<https://zoom.us/j/95859380584>

or

<http://www.cityofmilford.com/553/Watch-Public-Meetings>

Members of the public may also dial in by phone using the following number:

Call 301 715 8592 Webinar ID: 958 5938 0584

6:00 PM

WORKSHOP

Carlisle Fire Update/Siren

Customer Service Update

Investment Policy

Strategic Plan Update

Lead & Copper Water Regulations

Department Role Policy ¹

ALL SUPPORTING DOCUMENTS MUST BE SUBMITTED TO THE CITY CLERK IN ELECTRONIC FORMAT NO LATER THAN ONE WEEK PRIOR TO MEETING. NO PAPER DOCUMENTS WILL BE ACCEPTED, DISTRIBUTED, OR PRESENTED AT MEETING ONCE PACKET HAS BEEN POSTED ON THE CITY OF MILFORD WEBSITE. ANY MATERIALS UTILIZED DURING THE MEETING SHALL BE FROM THE COUNCIL PACKET AND REFERENCED BY PRESENTER USING AUDIO AND VISUAL MEANS TO ENSURE VIRTUAL PARTICIPATION BY ALL IN ATTENDANCE.

113022 021523 '021723 Late Addition Received from City Manager



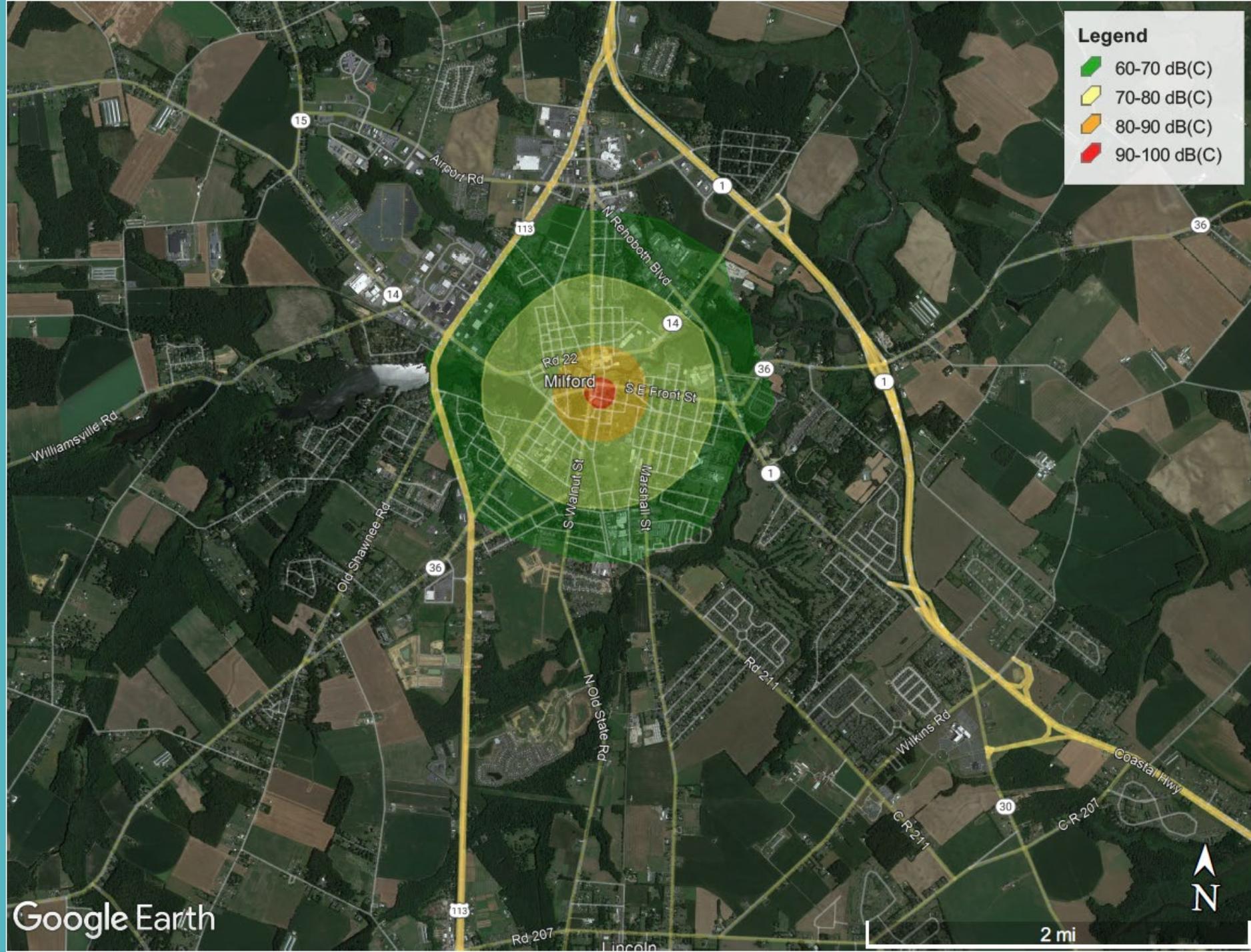
City of Milford

FIRE SIREN WORKSHOP

Current State

Single Installation atop Washington Street Water Tower

Coverage concentrated in Downtown Area

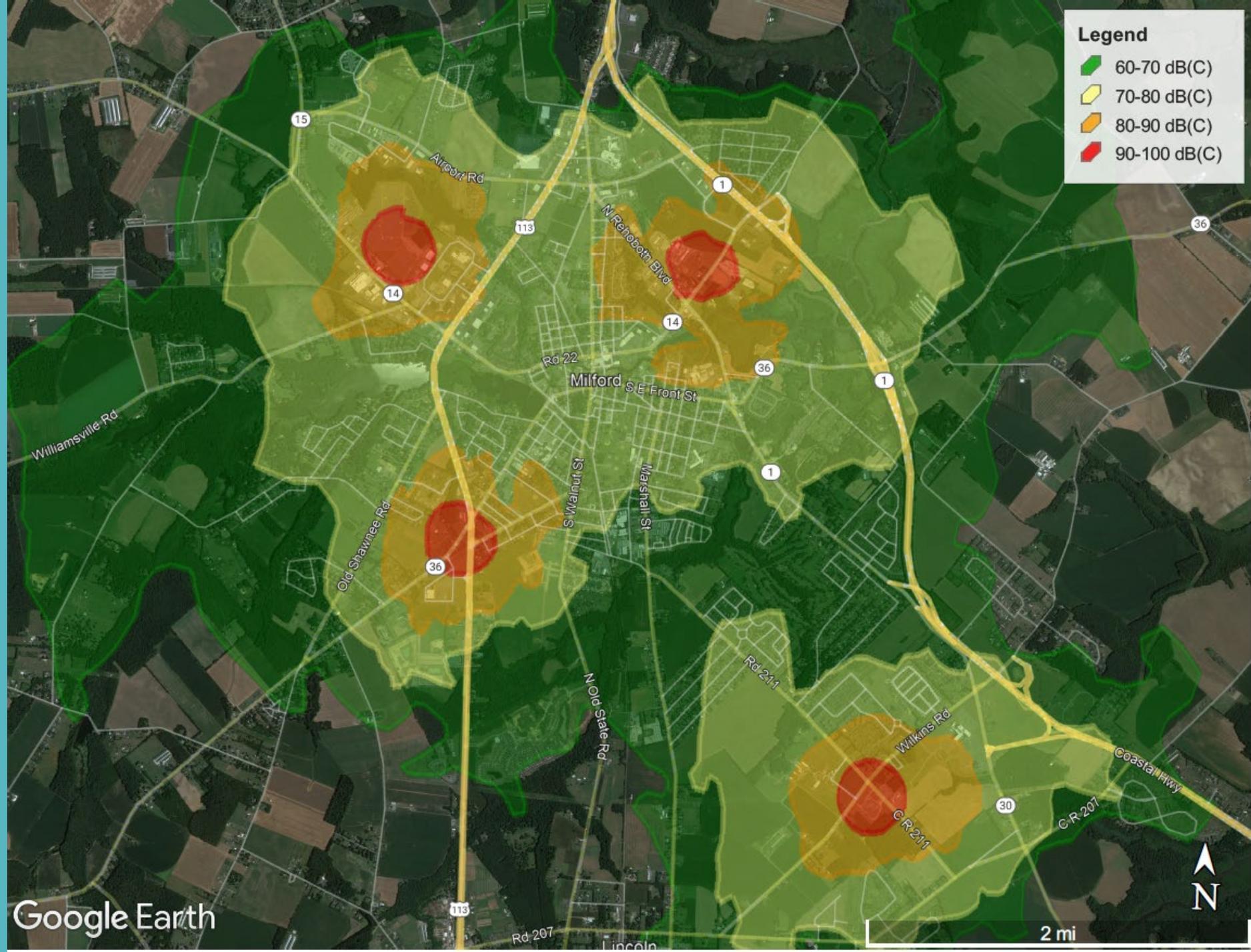


Proposed Installations / Coverage

Removal of Water Tower Siren

Installation of four (4) New Sirens across the City

- Utilizes Current City property / Land
- Readily Available Infrastructure
- Increases Coverage across City



Considerations:

Lessened Impact to Downtown and Riverwalk Areas

Increased coverage throughout City for Emergency Alerts

Improved accessibility

- Can reach with City owned Equipment

New Installations will be lower elevation (Installed on Utility Poles)

- Increased Sound Pressure closer to installations

Impacts Residents and Businesses not previously affected by current installation

- ie. BayHeath Campus

Increased Maintenance costs

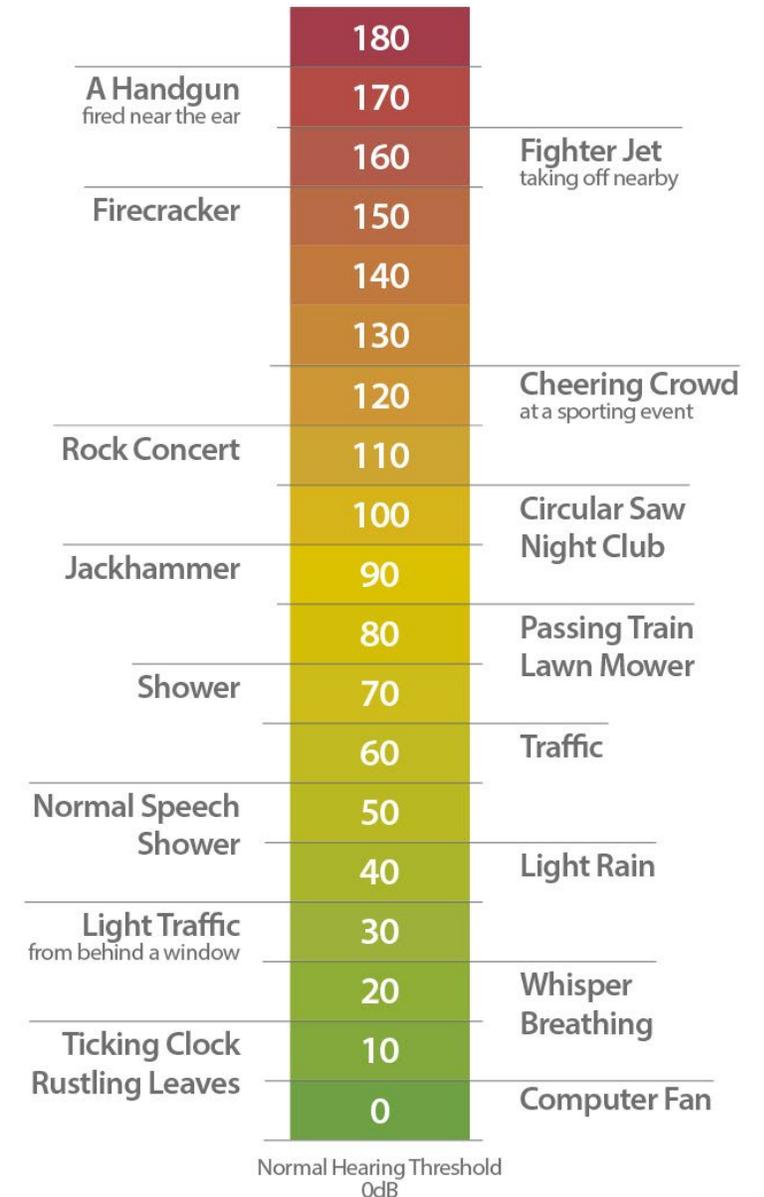
- Single Installation → Multiple Installations

Expected Installation Costs – \$70-80K

Alternative Technology:

- IPWS (Similar to Amber Alert)
 - Able to include Messaging for Additional Information
 - Can Signal “All Clear”

| Decibel Table of Ambient Noises



Whitfield, Mark

From: Barger, Melody
Sent: Wednesday, February 15, 2023 2:58 PM
To: Whitfield, Mark
Subject: Fire Siren Regulations

Hi Mark,

I did do the research regarding the fire siren regulations and I determined that there are no state regulations governing fire sirens. The State Fire Marshal's office speaks about them briefly but only in the context of providing vendors to supply public fire alarms. The Delaware State Code does not mention them or acknowledge them at all. In my opinion based on this research, it is the purview of the municipality to provide regulations or lack of regulations where needed.

Thanks!

- Melody



Melody Barger | Local Government Management Fellow

mbarger@milford-de.gov | O: (302) – 422 – 1111 | Ext. 1215

201 S. Walnut St. | Milford, DE 19963 | www.cityofmilford.com



Local Government
Management Fellow
201 S. Walnut St.
Milford, DE 19963

PHONE 302.422.1111 Ext. 1215
www.cityofmilford.com

Date: December 14, 2022

To: Mayor and City Council

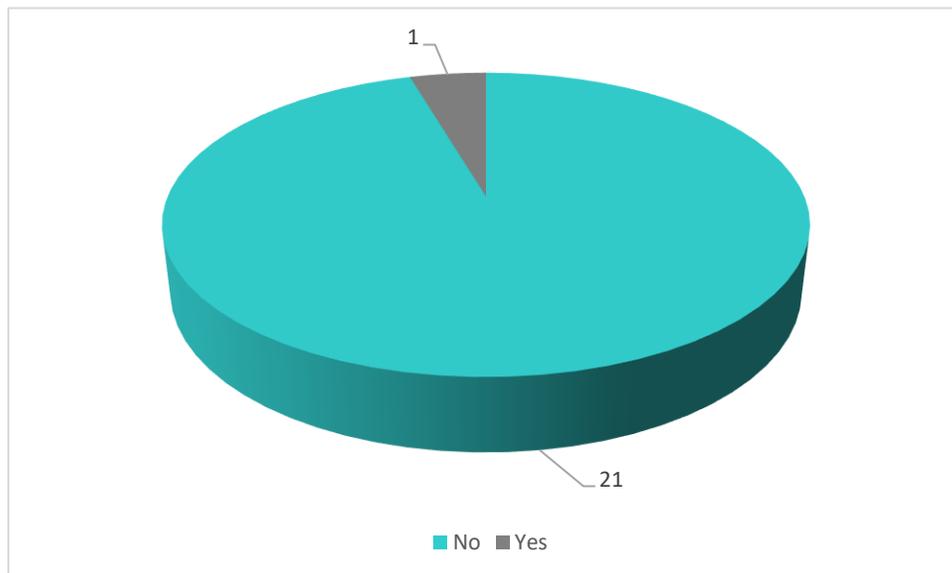
From: Melody Barger, Local Government Management Fellow

Re: Survey of Cities and Towns in Delaware Regarding Fire Sirens

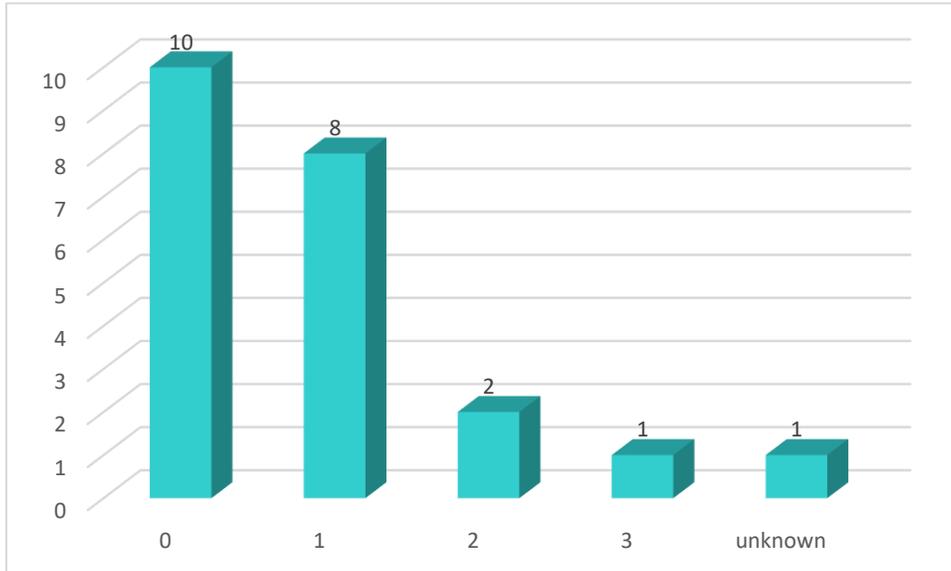
Dear Mayor and City Council,

The following contains the survey results of a survey that was conducted across 22 cities and towns in Delaware regarding fire sirens. The participating towns included Milton, South Bethany, Blades, Newark, Seaford, Selbyville, Frankford, Delaware City, Townsend, Newport, Georgetown, Felton, Henlopen Acres, Ocean View, Fenwick Island, Harrington, Laurel, Bridgeville, Rehoboth Beach, Middletown, New Castle City and Cheswold.

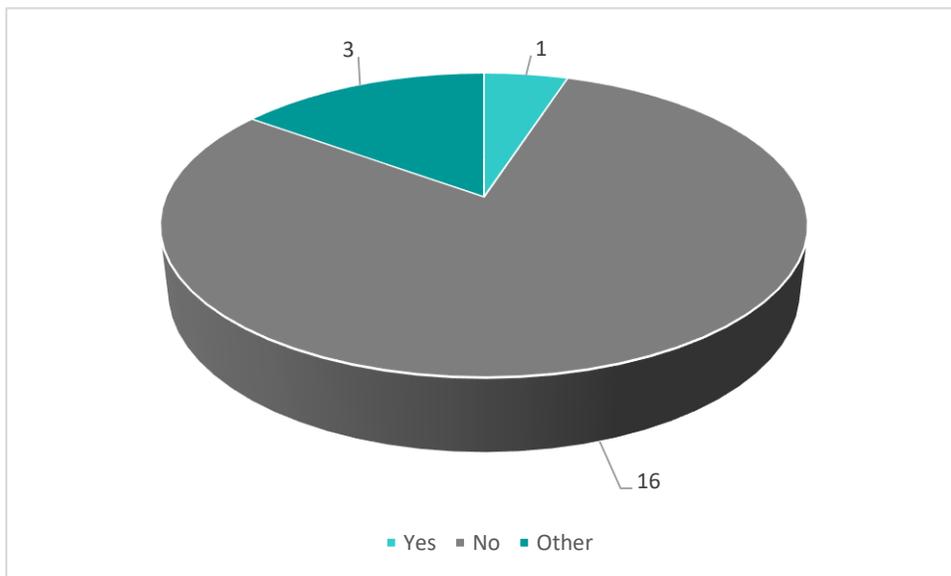
1. Does your municipality own, operate and maintain fire sirens within the city/town?



2. How many sirens are in operation within the city or town?



3. Are there any time restrictions about when the siren CANNOT be blown?





Local Government
Management Fellow
201 S. Walnut St.
Milford, DE 19963

PHONE 302.422.1111 Ext. 1215
www.cityofmilford.com

Appendix

Question 1: Does your municipality own, operate and maintain fire sirens within the city/town?

Yes: Seaford

No: Milton, South Bethany, Blades, Newark, Selbyville, Frankford, Delaware City, Townsend, Newport, Georgetown, Felton, Henlopen Acres, Ocean View, Fenwick Island, Harrington, Laurel, Bridgeville, Rehoboth Beach, Middletown, New Castle City, Cheswold

Question 2: How many sirens are in operation within the city or town?

0: South Bethany, Newark, Selbyville, Delaware City, Townsend, Felton, Henlopen Acres, Fenwick Island, New Castle City, Cheswold

1: Seaford, Frankford, Newport, Georgetown, Ocean View, Bridgeville, Rehoboth Beach, Middletown

2: Milton, Laurel

3: Harrington

Unknown: Blades

Note: Ocean View siren is out of town and is owned by Millville Fire

Question 3: Are there any time restrictions about when the siren CANNOT be blown?

Yes: Seaford

No: Selbyville, Frankford, Delaware City, Townsend, Newport, Georgetown, Felton, Henlopen Acres, Ocean View, Fenwick Island, Harrington, Laurel, Bridgeville, Middletown, New Castle City, Cheswold

Unknown: Blades

Note: Both Rehoboth Beach and Newark report that the siren was turned off by the fire department

Carlisle Fire Company Workshop 2/22/2023



EMS Improvements/ Challenges

- (4) additional EMT's in process of being hired which will place full time EMS staffing to (8)
- Seeking fulltime EMS Supervisor
- Increased starting rate for EMS staff. Carlisle paved the way with higher wages for EMT's from which, surrounding companies following with increases
- Reformed the Employee Committee to expand on needs
- Researching Family medical and pension plans
- We offer 100% paid medical for Employee's
- We do not cover Family medical however, is available at a very high premium
- No current retirement or pension package is available



EMS Improvements/ Challenges-Cont.

- We lost (1) employee due to no Family medical coverage and pension offered and countless potential new employees
- Increased call volume resulting in EMS staff becoming overwhelmed
- Continue to serve in a dual role as EMT/Firefighter (when needed)
- Increased response rate at several facilities which include, Milford Center, Milford Place, Delaware Veterans Home and most of all Milford Wellness Village in which we respond to daily
- EMS staff are overwhelmed daily with numerous transports from these facilities. On any given day, our EMS staff respond to an average of 3 calls per shift to one of these facilities



Fire Response Improvements/ Challenges

- A total of 5 new volunteers have joined
- Increase with new member applications
- Several inactive members have increased their response rates becoming active again
- Alarm attendance has improved 50%
- Drill participation has increased 50%
- Improved relations with surrounding, neighboring companies with monthly meetings being held with area Chief's of Departments
- Increased Fire Company tours of area businesses including, Nutrien Ag, Milford Wellness Village, Dentsply Sirona and most recently Aldi



Fire Response Improvements/ Challenges

- Call volumes continue to increase
- As of February 21st, Carlisle has responded to 116 alarms
- 40% of responses have been the result of AFA (Automatic Fire Alarms)
- Increased community development has resulted in the increased volume of calls



-
- Since 1802 The Carlisle Fire Company continues to Protect and Serve the Citizens of Milford and surrounding communities
 - The public has been mis-informed for too long now due to ineffective news and social media platforms
 - We feel the need for increased public education relating to the Volunteer Fire service the Carlisle Fire Company and surrounding companies provide



-
- The Fire Siren alerts not only for fire alarms but also for the ambulance on manpower assists
 - The fire siren does not alert on calls where a business is placed on Officer's call
 - The fire siren is not only for fire and ambulance calls but, also natural disasters i.e.. The increase of tornado warnings. What is Councils take on this?
 - The Carlisle Fire Company wants to work with the City of Milford, but we are looking for the City of Milford to work with us





Customer Service

Operations Overview and Update: February 22, 2023

Billing Operations



Julie

Vicky

Carol



Mimi

Dawn

Cash Operations



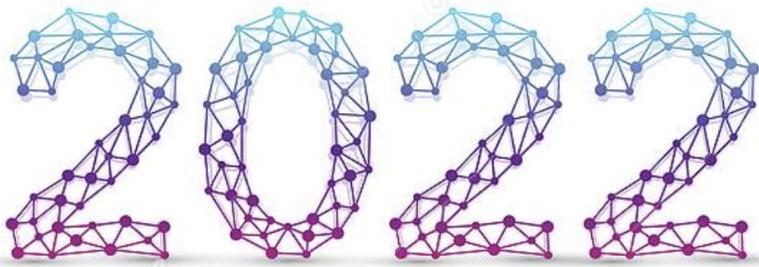
Joan

Lucas



Juan





Non-Payment Statistics

| | 2022 | 2021 | 2020 |
|---|-------|-------|-------|
| Electric Accts | 8,200 | 7,992 | 7,476 |
| Water/Sewer Accts | 5,186 | 5,117 | 4,786 |
| Trash Accts | 4,364 | 4,277 | 3,960 |
| Solar Accts | 197 | 172 | 154 |
| Tax Parcels | 7,225 | 7,065 | 6,514 |
| Settlements | 260 | 600 | 350 |
| Elec Meter Setup | 320 | 420 | 347 |
| Water Meter Setup | 765 | 681 | 622 |
| Leak Work Orders | 887 | 400 | 350 |
| Initial Read Work Orders (new accounts) | 2,023 | 2,564 | 2,218 |
| Disconnected for Nonpay | 1,071 | 763 | 505 |

Payments Processed

| Method | 2022 Count | 2022 Amount (\$ million) | 2021 Count | 2021 Amount (\$ million) |
|--------------------|------------|--------------------------|------------|--------------------------|
| Cash | 7,674 | \$1.5 | 7,642 | \$1.5 |
| Check | 34,959 | \$23.1 | 37,649 | \$24.7 |
| Credit Card | 8,103 | \$1.6 | 5,948 | \$1.1 |
| Online Credit Card | 35,510 | \$6.1 | 29,332 | \$5.6 |
| Online eCheck | 8,456 | \$2.2 | 7,668 | \$1.6 |
| Bank EFT | 440 | \$14.1 | 419 | \$13.7 |
| Auto Pay | 22,578 | \$4.1 | 18,070 | \$3.1 |

2022 Phone Volume

- 17,600 inbound calls
- 8,700 outbound calls
- 26,300 total
 - 110 per day
 - 20 per person per day



Cycling & Workload Management

| April 2023 | | | | | | |
|------------|--|-----|--|---|-----|-----|
| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| | | | | | | 1 |
| 2 | 3 Read Cycle 1 Cycle 1 Due Date | 4 | 5 Mail delinquent letters Cycle 1 | 6 Disconnect Cycle 4 Due March 29 | 7 | 8 |
| 9 | 10 Read Cycle 2 Cycle 2 Due Date | 11 | 12 Mail delinquent letters Cycle 2 | 13 Disconnect Cycle 1 Due April 3 | 14 | 15 |
| 16 | 17 Read Cycle 3 Cycle 3 Due Date | 18 | 19 Mail delinquent letters Cycle 3 | 20 Disconnect Cycle 2 Due April 10 | 21 | 22 |
| 23 | 24 Read Cycle 4 Cycle 4 Due Date | 25 | 26 Mail delinquent letters Cycle 4 | 27 Disconnect Cycle 3 Due April 17 | 28 | 29 |

Alignment with City of Milford Strategy

Commitment to Excellence

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

Building Staff in the City's Vision

- Diverse customer service staff
 - Two bilingual clerks
 - Teamwork atmosphere
- Professional relationships with meter techs, code enforcement, permit techs and admin staff

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.

City of Milford

VISION

*Small town feel,
big time opportunities.*

MISSION

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

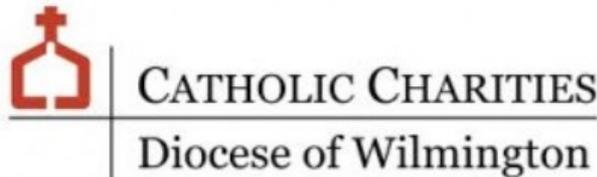
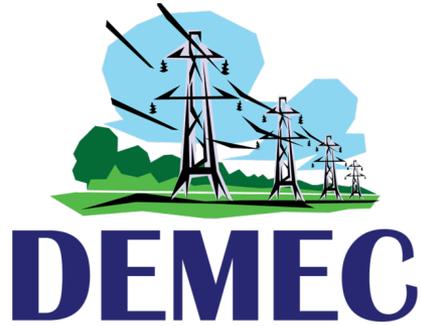


WHY WE
DO IT

Open and Honest Communication

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

Resources and Partnerships



facebook
City of Milford
@MilfordDE · City



Hi, I'm Bucky! How can I help you?





Looking Ahead

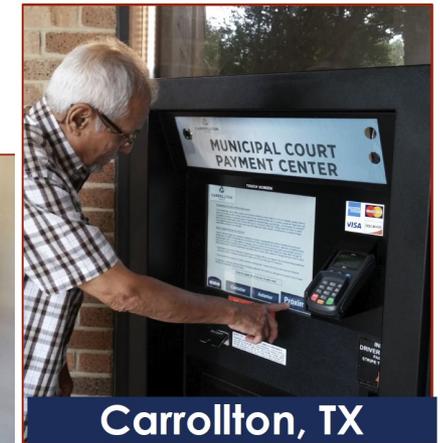
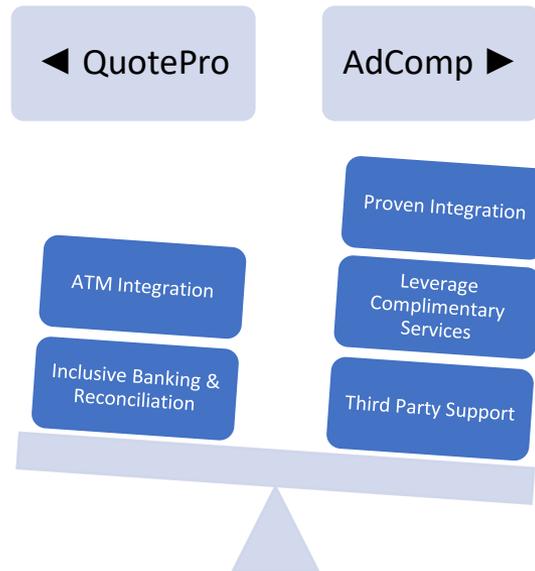
Improve Customer Experience

- Flexibility & Convenience of Payments
 - Phone, Online, **Kiosk**, Auto ACH
- Leverage Self-Service Options
- City Code Review

Employee Safety & Satisfaction

- Remote Work Capabilities
- DEMEC Customer Service Working Group
- Training & Continuous Improvement
- Security glass installation

Kiosk Finalists





THE CITY of

Milford
DELAWARE

Investment Management Policy & Program

City Council Workshop – Wednesday, February 22, 2023

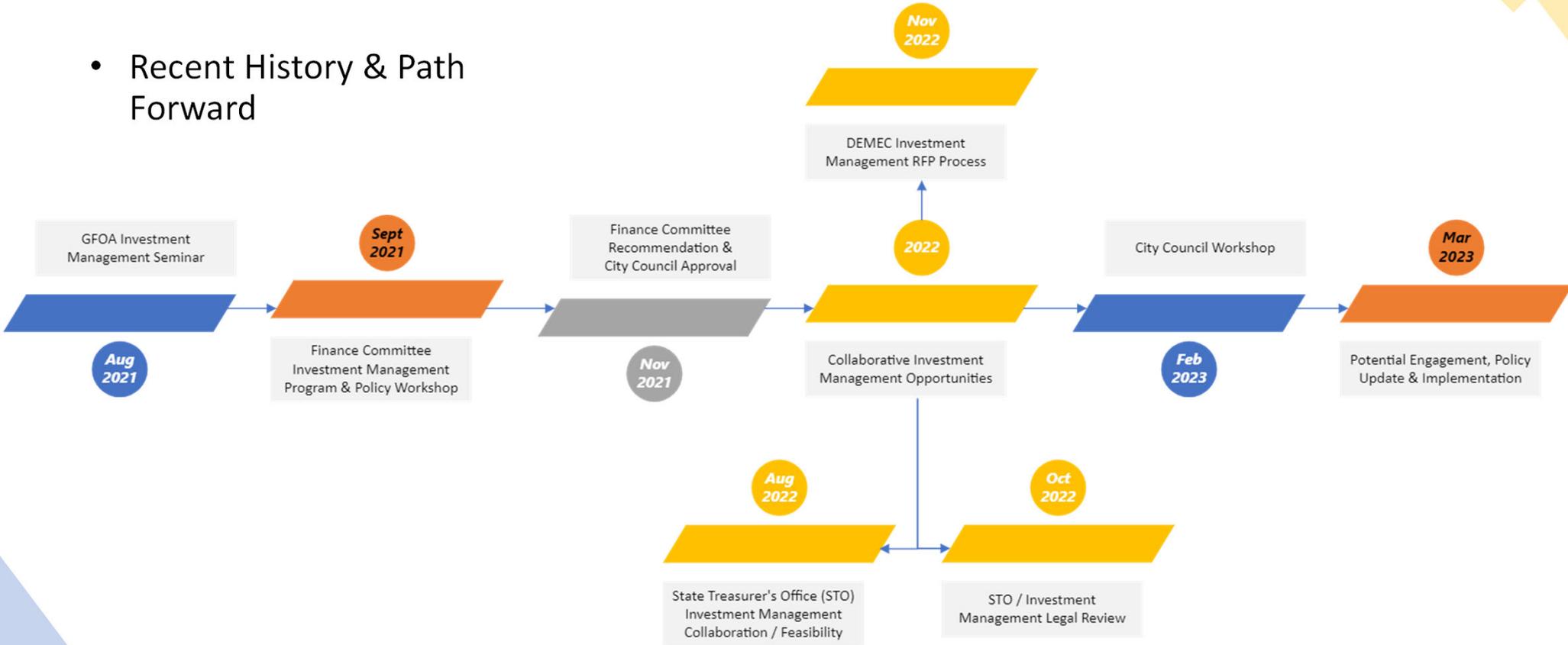


Investment Management Policy & Program

- Workshop
Agenda
 - Recent History
 - Path Forward
 - Introductions
 - Presentation
 - Questions

Investment Management Policy & Program

- Recent History & Path Forward



- Introductions

Milford, Delaware

City Council Workshop

February 22, 2023 | pfmam.com | 609.452.0263

PFM Asset Management LLC

NOT FDIC INSURED : NO BANK GUARANTEE : MAY LOSE VALUE

Introduction to PFMAM



PFM Asset Management LLC

42 years of experience

245 professionals

- ▶ Specialist in customized, investment-grade fixed income portfolios
- ▶ Fixed income strategies include:
 - ▶ Liquidity management
 - ▶ Enhanced cash
 - ▶ 1–3, 1–5, and 1–10 year mandates
- ▶ Manage over \$1.9 billion in total discretionary fixed income assets in Delaware
- ▶ Manage over \$37.2 billion in discretionary fixed income assets for municipal entities*

Professionals of September 30, 2022.

Assets as of December 31, 2022.

**Municipal entities include boroughs, cities, counties, townships, and villages.*

\$202.4b

Total assets nationwide

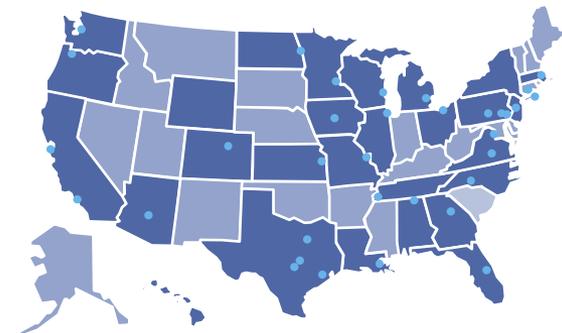
\$153.6b

Discretionary assets under management

\$48.8b

Assets under advisement

**National Reach:
PFMAM Offices**



Strategy Development



Our Investment Philosophy

Philosophy

Safety Preserve capital with high-quality investments

Liquidity Plan for and provide liquidity as needed

Yield Seek to earn a competitive return through disciplined portfolio strategy

Approach

Portfolios are designed to match our clients' specific investment needs.

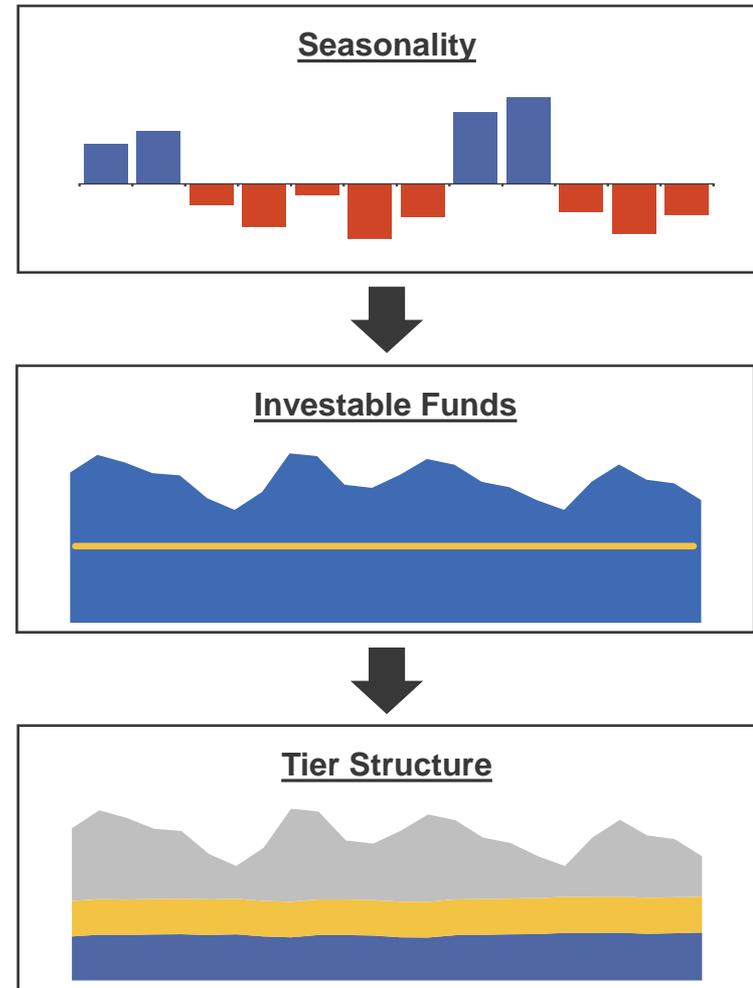
We seek to achieve strong results by:

- 1 Understanding our clients' investment objectives
- 2 Carefully matching maturities to the client's cash flow needs
- 3 Selecting investments based on relative value
- 4 Utilizing competitive bidding process on all buys/sells



Cash Flow Analysis Helps to Define Strategy

- ▶ Provides confidence in liquidity position
 - ▶ How much can be invested, how much needs to remain liquid
 - ▶ When and where are your stress points
- ▶ Assists with investment strategy development
- ▶ Potentially increase investment income while managing risk



Cash Flow Analysis: Identifying Investable Funds

Liquidity

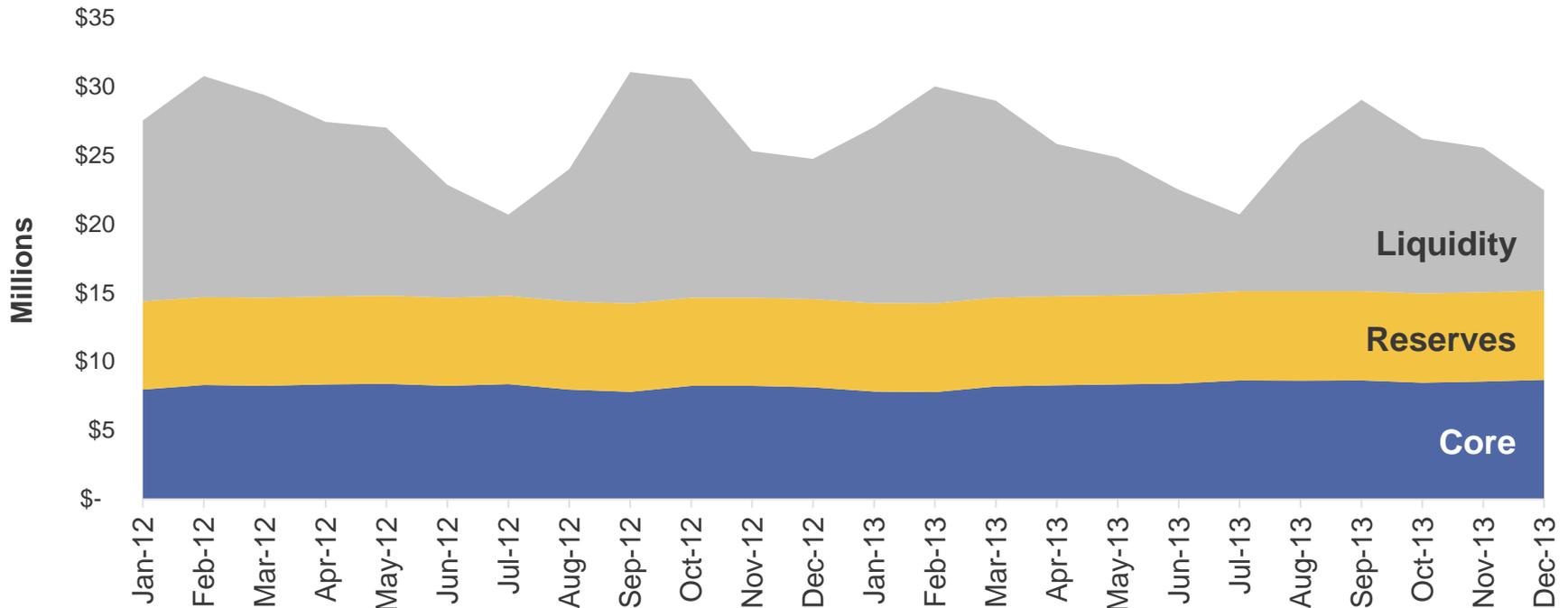
- Manage liquidity needs
- Lower-risk investment strategy
- Lower expected earnings
- Cash and equivalents

Reserves

- Supplement to Liquidity funds
- Highly liquid
- Matched with potential liabilities
- High quality intermediate-term fixed income

Core

- Reserve funds not expected to be spent for the foreseeable future
- More volatile
- High quality longer-term fixed income investments



For illustrative purposes only.

Components of Constructing a Strong Investment Policy

- ▶ Objectives
- ▶ Standard of Prudence
- ▶ Ethics & Conflicts
- ▶ Delegation of Authority
- ▶ Competitive Selection
- ▶ Safekeeping and Custody
- ▶ Authorized Investments
- ▶ Diversification
 - ▶ Sector
 - ▶ Issuer
- ▶ Maximum Maturity
- ▶ Security Downgrades
- ▶ Performance and Reporting Standards



Investment Policy Best Practices

- ✓ Update language to meet current industry standards and best practices
- ✓ Update language to conform to current Code requirements
- ✓ Reevaluate use of different investment sectors
- ✓ Reevaluate maturity limits
- ✓ Incorporate diversification and maturity standards
- ✓ Strengthen controls

Investment Policy Observations

Observations

- ▶ Corporate Debt instruments max maturity of 15 years
- ▶ No mention of Asset Backed Securities (“ABS”)
- ▶ Corporate Debt instruments could occupy nearly 90% of total portfolio
- ▶ Specific downgrade provisions



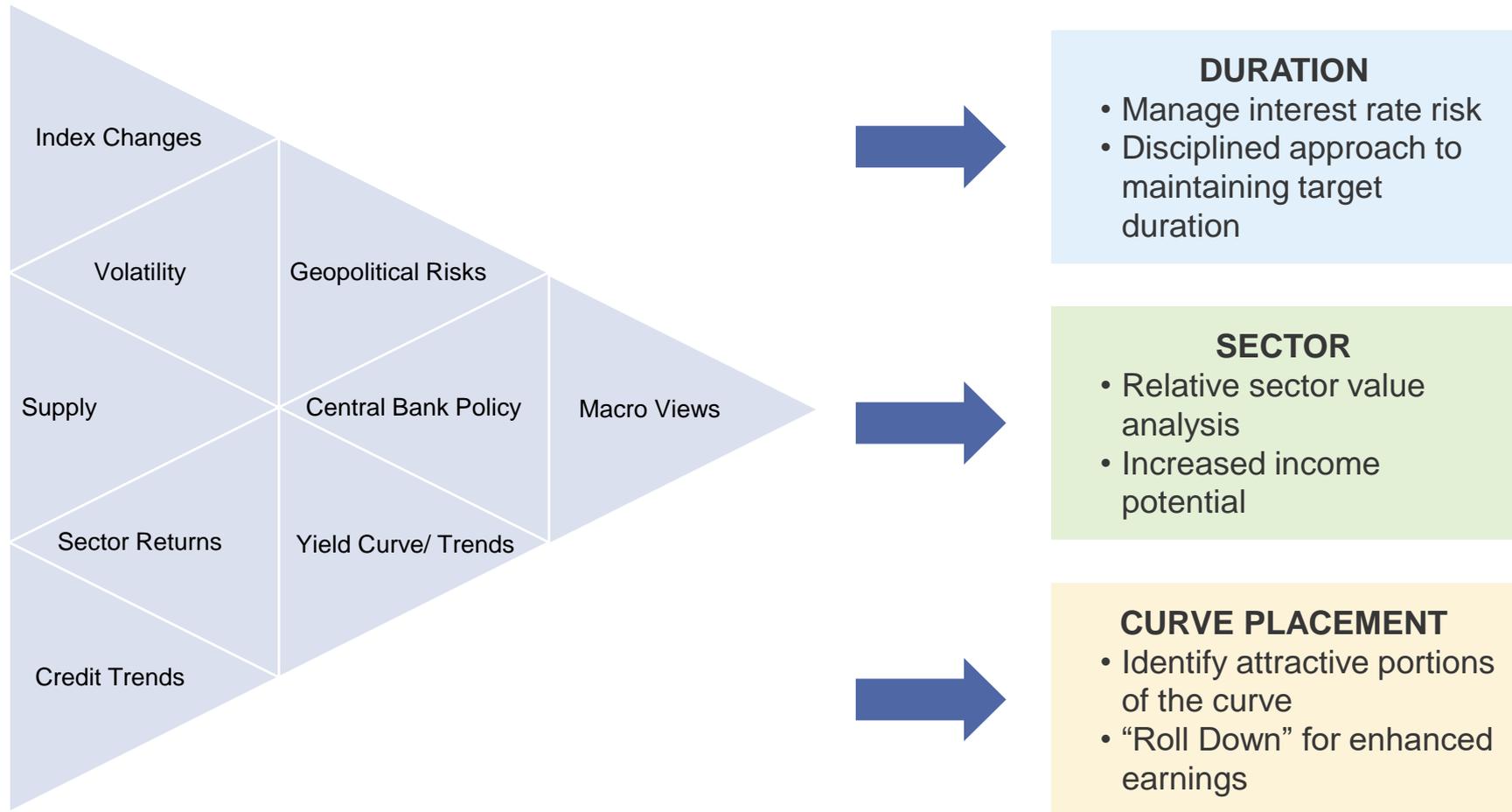
Considerations

- ▶ Evaluate to ensure alignment with potential investment strategy
- ▶ ABS is a permitted investment under code, consider adding a 5%-10% allocation to the sector
- ▶ Keep individual sub-sector limits, consider adding overall sector limit
- ▶ Potentially broaden language to provide flexibility in nuanced scenarios

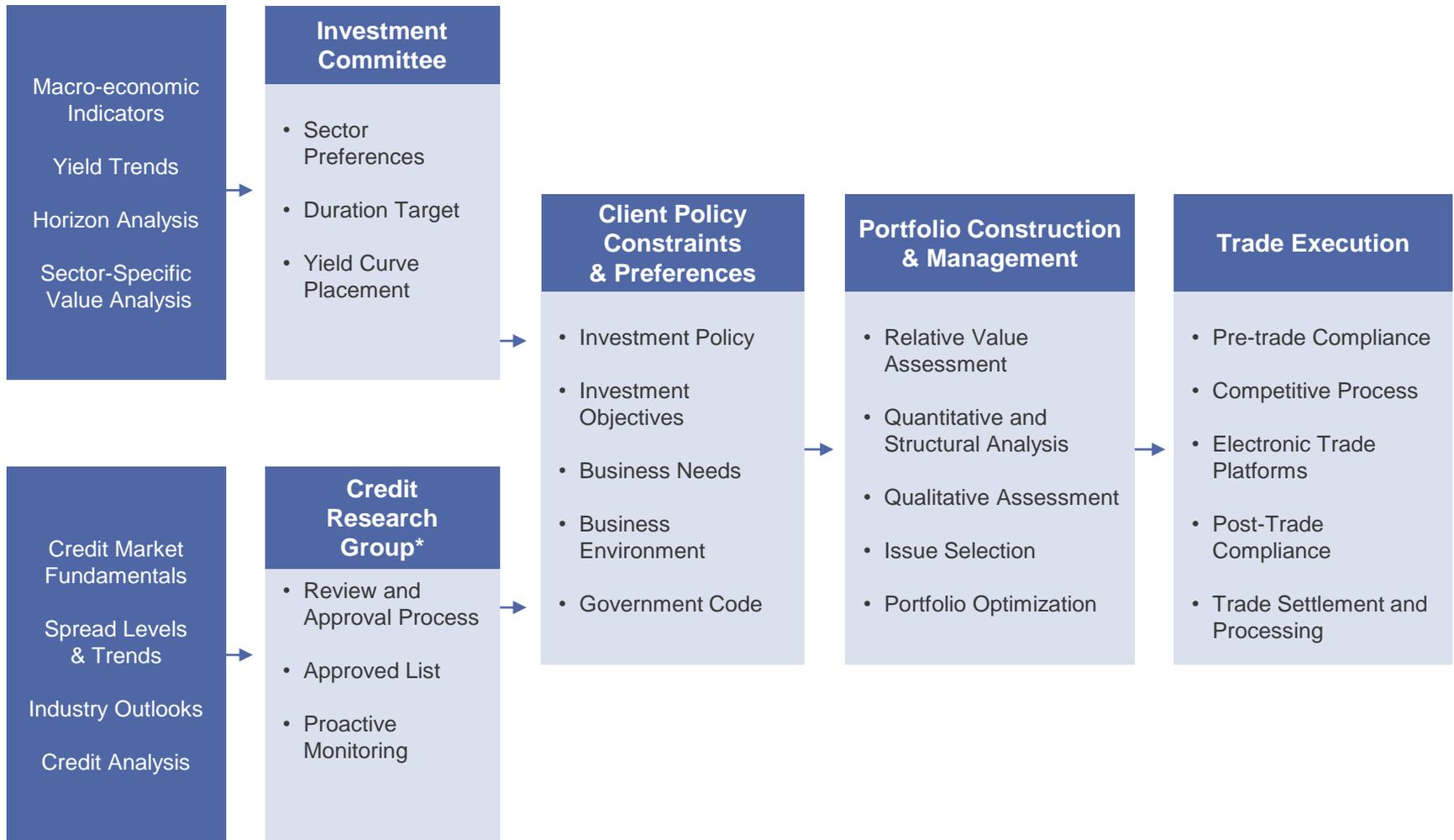
Strategy Execution



Setting the Overall Strategy



Disciplined Investment Process



* Credit research is a shared service, consisting of resources from U.S. Bancorp Asset Management, as well as PFM Asset Management.

Value of Competitive Shopping

| Actual Bid Results | | | | | |
|--------------------|---------------|-----------------|--------|--------------|-----------------|
| Broker | Price (32nds) | Price (decimal) | Yield | Cost (\$) | Difference (\$) |
| Barclays | 116-08 5/8 | 116.27 | 1.044% | 8,364,294.34 | - |
| Merrill Lynch | 116-08 5/8 | 116.27 | 1.044% | 8,364,294.34 | - |
| BNP Paribas | 116-09 | 116.28 | 1.042% | 8,365,126.37 | 832.03 |
| JP Morgan Chase | 116-09 1/8 | 116.29 | 1.041% | 8,365,403.71 | 1,109.37 |
| Deutsche Bank | 116-17 7/8 | 116.56 | 0.986% | 8,384,817.78 | 20,523.44 |

Value Added

<HELP> for explanation. Govt **BLOT**

US TREASURY N/B T 4 5/8 11/15/16 117-03 1/4 /117-04 1/4 (0.79 /79) BGN @14:11

1 Transactions 2 Blotter 3 Allocate 4 Actions Trade Detail

Buy/Sell Buy Cusip 912828FY1 Status Accepted (AllocAcpT)

Issue T 4 5/8 11/15/16 Broker BART

Audit Trail TS0X:BAC@116-08% BNPS@116-09 JP@116-09% DB@116-17%

Quantity 7,100,000 Disc Rate 0.0000 Principal \$ 8,255,136.72

Clean Price 116.26953125 (116-08%) Yield 1.044 Acc Int (121) 109,157.62

Settle Date 03/15/2012 Net 8,364,294.34

Entry Time 09:34:49 Seq No 649

Trade Date 03/15/2012 TS Ticket

User Name KEN SCHIEBEL Login SCHIEBEL

Customer PFM ASSET MANAGEMENT LLC Account PUBFIN

Term Cust PFM ASSET MANAGEMENT LLC Serial No 788479 - 2

30 Dealer Notes 33 Miscellaneous

CBBT Price 116-08 1/4 Base Currency

Principal (Base Coy)

Accrued (Base Coy)

Net (Base Coy)

Australia 61 2 9777 8600 Brazil 5511 3048 4500 Europe 44 20 7330 7500 Germany 49 69 9204 1210 Hong Kong 852 2977 6000

Japan 81 3 3201 8900 Singapore 65 6212 1000 U.S. 1 212 318 2000 Copyright 2012 Bloomberg Finance L.P.

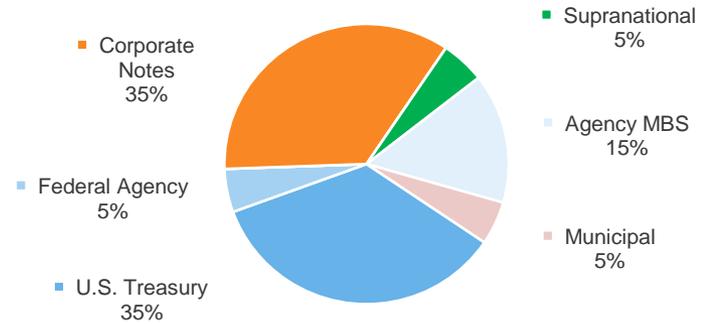
SN 788479 EDT GMT-4:00 6571-304-1 25-Apr-2012 14:11:52

Sample 1-5 Year Investment Portfolio

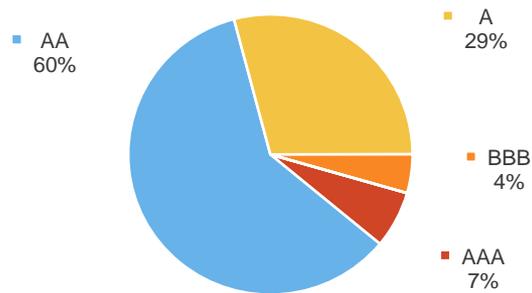
Portfolio Statistics

| | |
|-------------|------------|
| Duration | 2.42 years |
| Gross Yield | 4.56% |

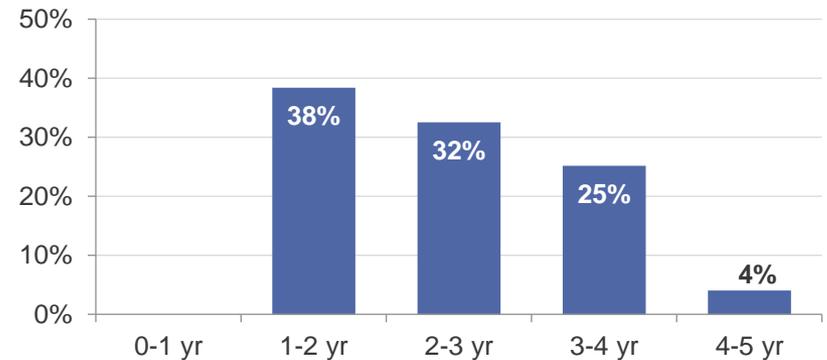
Sector Allocation



Credit Quality



Duration Distribution



- Data Source: Bloomberg. Data as of February 8, 2023.
- Sample portfolio structured by PFMAM. Please see important disclosures at the end of this presentation.

Communication & Reporting



Earnings Projections are Critical for Annual Planning

- ▶ Earnings estimates are based on a portfolio size of \$17,000,000
- ▶ Projections are prepared in line with portfolio data and expected market conditions

| Fiscal Year Earnings Estimates | | | | | |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|
| Month | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
| January | 1,626 | 39,202 | 40,202 | 41,502 | 43,402 |
| February | 1,470 | 35,402 | 37,602 | 37,502 | 39,202 |
| March | 1,655 | 39,202 | 40,402 | 41,502 | 43,402 |
| April | 1,467 | 38,002 | 39,102 | 40,202 | 42,002 |
| May | 1,487 | 39,202 | 40,402 | 41,702 | 43,902 |
| June | 1,496 | 38,002 | 39,102 | 40,402 | 42,502 |
| July | 1,534 | 39,202 | 40,402 | 41,702 | 43,902 |
| August | 1,534 | 39,202 | 41,002 | 41,702 | 43,902 |
| September | 1,534 | 38,002 | 40,202 | 40,802 | 42,502 |
| October | 39,202 | 39,702 | 41,502 | 42,202 | 43,902 |
| November | 38,002 | 38,802 | 40,202 | 41,002 | 42,502 |
| December | 39,202 | 40,102 | 41,502 | 42,302 | 43,902 |
| Total | 130,209 | 464,024 | 481,624 | 492,524 | 515,024 |

Disclaimer

Investment advisory services are provided by PFM Asset Management LLC (“PFMAM”), an investment adviser registered with the U.S. Securities and Exchange Commission and a subsidiary of U.S. Bancorp Asset Management, Inc. (“USBAM”). USBAM is a subsidiary of U.S. Bank National Association (“U.S. Bank”). U.S. Bank is a separate entity and subsidiary of U.S. Bancorp. U.S. Bank is not responsible for and does not guarantee the products, services or performance of PFMAM. The information contained is not an offer to purchase or sell any securities. Additional applicable regulatory information is available upon request.

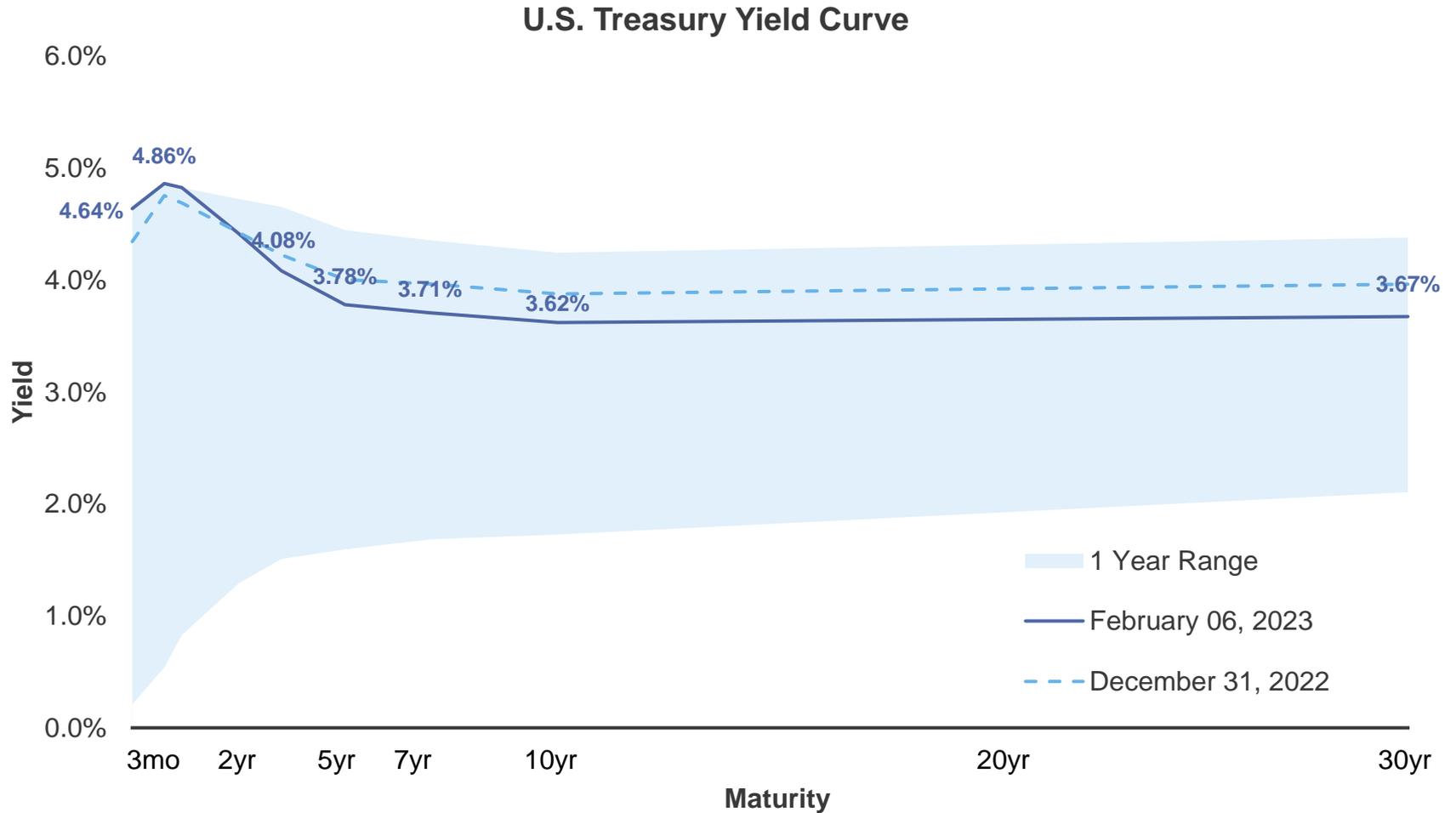
For more information regarding PFMAM’s services or entities, please visit www.pfmam.com.



Appendix



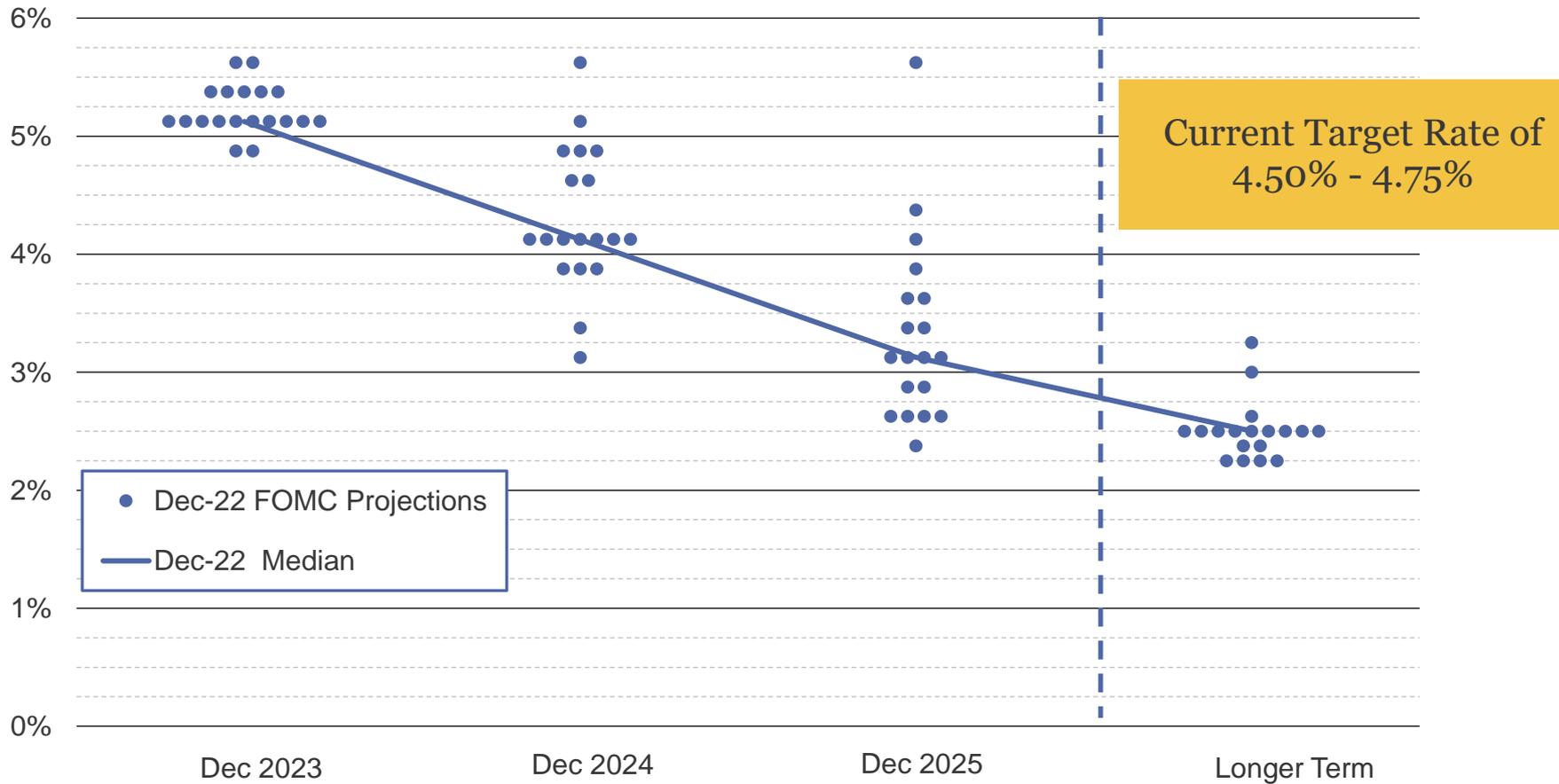
Treasury Curve Inversion Continues



Source: Bloomberg, as of 02/06/2023.

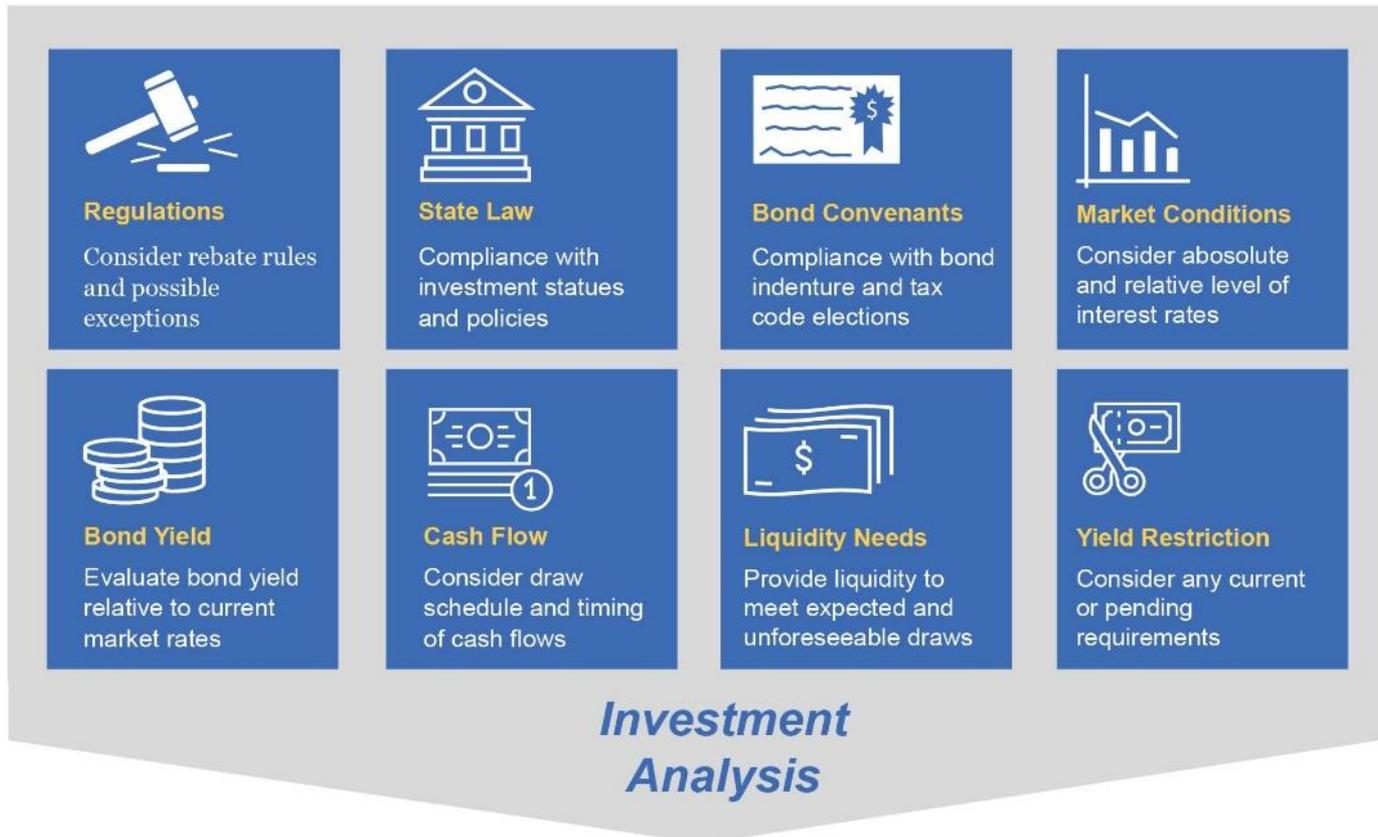
Fed's "Dot Plot" Suggests Expectations for a Drawn Out Normalization of Policy

Fed Participants' Assessments of 'Appropriate' Monetary Policy



Source: Federal Reserve and Bloomberg. Individual dots represent each Fed members' judgement of the midpoint of the appropriate target range for the federal funds rate at each year-end.

Bond Proceeds Investment Strategies



ACTIVE MANAGEMENT

Strive to enhance investment earnings and manage risk via ongoing active portfolio management

PASSIVE STRATEGIES

1. Money market fund or pool
2. One-time purchase of fixed-income portfolio
3. Structured investment

Bond Proceeds Optimization Process

INPUTS

- Cash flow needs
- Permitted investments
- Live pricing information from trading desk

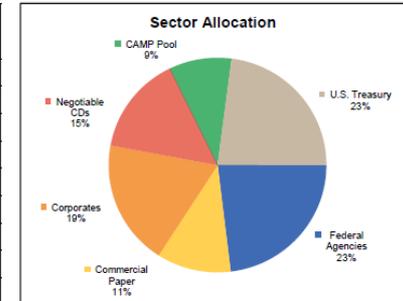
OPTIMIZATION SOFTWARE

- Designs portfolio to fund cash flow needs at cheapest cost (highest yield)
- Liquidity buffer, as appropriate
- Proprietary models to determine pros and cons of different asset mixes

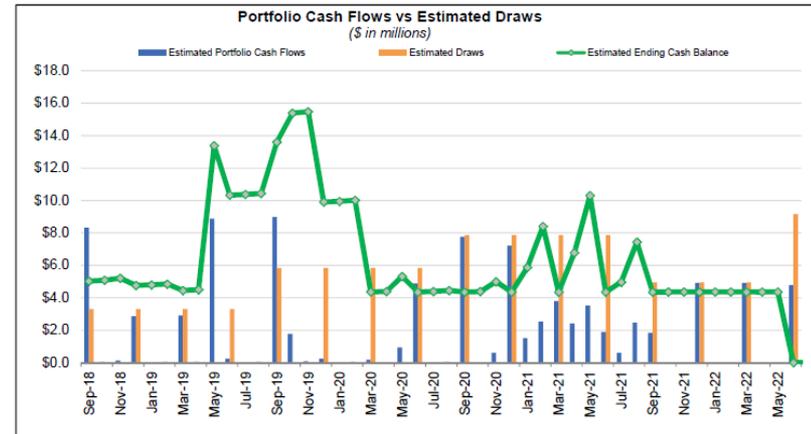
PORTFOLIO MANAGEMENT

- Qualitative analysis of which sectors offer better value for the same amount of risk or less risk

| Portfolio Statistics Summary | |
|-------------------------------|--------------|
| Par Amount (Total) | \$87,749,039 |
| Original Cost (Total) | \$87,000,000 |
| Weighted Average Maturity | 698 days |
| Average Life of Draw Schedule | 766 days |
| Average Gross Yield (IRR) | 2.69% |
| Average Net Yield (IRR) | 2.61% |
| Estimated Gross Earnings | \$5,164,816 |
| Estimated Portfolio Fees* | \$149,797 |
| Estimated Net Earnings | \$5,015,019 |



*For the life of the portfolio, not an annual fee



For illustrative purposes only. See important disclosures at the end of this presentation.

Important Notes to Sample Portfolio

- ▶ Sample portfolio is provided for illustrative purposes only and are not a recommendation.
- ▶ Portfolios based on assumed investment noted on each respective page.
- ▶ Yield source Bloomberg as of February 8, 2023.
- ▶ Security universe sourced from Bloomberg and Market Axess and further limited to those issuers permitted by PFMAM's internal Approved Credit List.
- ▶ Actual yields and security availability may vary at time of purchase.
- ▶ As economic and market conditions may change in the future, so may PFMAM's recommendations as to the sale and purchase of securities in the portfolio.



City of Milford

City Council Workshop

02-22-2023

Strategic Planning Process

- Current Strategic Plan (2018)
- **Four Community Conversations:**
 - 11/2022: Neighborhood & Community Services
 - 12/2022: Economic Development
 - 1/2023: Public Safety
 - 2/2023: Infrastructure



Neighborhoods & Community Services

- **Growth** – Growth is a major concern of all residents and is a contributing factor to an emerging identity challenge.
 - Residents want to see controlled growth and limited sprawl.
 - However, they also want more stores and amenities
- **Housing** – Housing availability is directly tied to growth
 - There should be a variety of new housing being provided
 - The price of new and existing housing stock are major concerns
 - There is major skepticism about the role developers play in determining the type of new housing built

Neighborhoods & Community Services

- **Aesthetics / Beautification** – Residents are proud of Milford and think it is a beautiful place.
 - More **code enforcement** to encourage the upkeep of homes.
 - **Less litter**
 - Promote the attractive aspects of Milford to attract visitors and new residents.

Neighborhoods & Community Services

- **Activities / Amenities** – Milford residents want to see more recreation opportunities for people of all ages and families, **esp for youth**.
 - More **community-wide events** like the Farmer’s market, concert series, art loops, and festivals in evenings and on weekends.
 - Need **public bathrooms** and **more parking** downtown
 - Some participants were willing to **support youth activities** through scholarships, sponsorship, and volunteerism if it was organized through the City.

Economic Health & Development

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

Public Safety & Preparedness

- The major safety issues mentioned by residents were:
 - high rates of youth crime
 - lack of community policing
 - homelessness
 - and code enforcement
- Residents want to see more activities and opportunities for youth

Public Safety & Preparedness

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

Infrastructure: Transportation

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

Other Infrastructure

- Residents rate Milford's infrastructure as good and reliable, esp snow removal
- Some **concerns** included: expanded gas service, lack of ISP competition, and the effectiveness of solid-waste removal (i.e. Is recycling actually being recycled?)
- Residents are also acutely aware that increased development might **strain City resources** when it comes to infrastructure
- Reassurance that **essential infrastructure is properly secured** from vandalism and domestic terrorism

Community Engagement / Local Gov't

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

- **Communications**
 - Greater variety of mediums, more frequent, more timely
 - Share success stories
 - Make in-person resources available at centralized location(s)
- **Civic Participation/Volunteerism**
 - No shortage of opportunity, only participants
 - Try greater promotion of volunteer opportunities
- **Identity** – Milford is at an identity crossroads; a difference of opinion about the vision of Milford's future has emerged between newer residents and legacy residents

NEXT STEPS ...

LEAD AND COPPER RULE REVISIONS

James Puddicombe

EFFECTIVE DATES

- Pre-publication rule posted on December 22, 2020.
- Published in the Federal Register on January 15, 2021.
- Original Effective Date: March 16, 2021
- Original Compliance Date: January 16, 2024
- Revised Effective Date: June 17, 2021
- **Revised Effective Date #2: December 21, 2021**
- Revised Compliance Date: September 16, 2024
- **Revised Compliance Date #2: October 16, 2024 (Required Inventory)**

WHAT ARE THE CHANGES TO THE RULE?



Estimated Population: **10,000 – 50,000**



Number of Schools and Childcares in the Town: **30 - 140**



Number of Homes in the Town: **3,200 – 13,500**



Number of Homes with Lead Service Lines: **1,200 – 1,500**

| New Rule | Old Rule |
|---|-----------|
| % of Schools and Childcares required to be tested for lead | |
| 20% a year | 0% |
| % of Lead Service Lines that will be fully inventoried | |
| 100% | 0% |
| Length of time the system can delay removing LSL | |
| 0 – Must be prepared and have plans in place to start right away. | 48 Months |

WHAT ARE THE INVENTORY REQUIREMENTS?

- Inventory of all service lines within the City to include fire lines must be completed and available to the public, state and EPA by October 16, 2024.
- Inventory must include all City and Customer owned portions of the service line.
- Inventory must have appended information as to how the material was identified (plumbing codes, physical inspection, records review).

| Legend | |
|---|---|
| Service Line | |
|  | Lead Lead |
|  | Lead Galvanized Requiring Replacement |
|  | Lead Non-Lead |
|  | Lead Unknown |
|  | Galvanized Requiring Replacement Lead |
|  | Galvanized Requiring Replacement Galvanized Requiring Replacement |
|  | Galvanized Requiring Replacement Non-Lead |
|  | Galvanized Requiring Replacement Unknown |
|  | Non-Lead Lead |
|  | Non-Lead Galvanized Requiring Replacement |
|  | Non-Lead Non-Lead |
|  | Non-Lead Unknown |
|  | Unknown Lead |
|  | Unknown Galvanized Requiring Replacement |
|  | Unknown Non-Lead |
|  | Unknown Unknown |
|  | Other |

WHAT HAPPENS AFTER INVENTORY?

- Notification of all persons at the service connection where it is LSL, GRR or Unknown within 30 days of inventory completion.
- Must be repeated annually until all lead is removed and for any new customer at time of service initiation.
- Notice must be in appropriate languages or information for obtaining a translated version must be included.
- Water system must demonstrate that the notification was delivered and provide a copy as part of their report to the State on an annual basis.

Pipe Identification Procedures

How To Identify A Lead Water Service Pipe

Tools Needed:

Flathead Screwdriver, Refrigerator Magnet & A Penny (or other coin)

Step 1: Locate the water service line coming into the building.

This is typically found in the basement. An "inlet valve" and the water meter are installed on the pipe after the point of entry.

Identify a test area on the pipe between the point where it comes into the building and the inlet valve. If the pipe is covered or wrapped, expose a small area of metal.



Step 2: Scratch the surface of the pipe.

Use the flat edge of a screwdriver or other tool to scratch through any corrosion that may have built up on the outside of the pipe.

Step 3: Compare your pipe to the chart below.

Each type of pipe will produce a different type of scratch, react to the magnet differently and produce a unique sound when tapped with a metal coin.



Lead Pipes

The Scratch Test

If the scraped area is shiny and silver, your service line is lead.

The Magnet Test

A magnet will not stick to a lead pipe.

The Tapping Test

Tapping a lead pipe with a coin will produce a dull noise.



Copper Pipes

The Scratch Test

If the scraped area is copper in color, like a penny, your service line is copper.

The Magnet Test

A magnet will not stick to a copper pipe.

The Tapping Test

Tapping a copper pipe with a coin will produce a metallic ringing noise.



Galvanized Pipes

The Scratch Test

If the scraped area remains a dull gray, your service line is galvanized steel.

The Magnet Test

A magnet sticks to a galvanized pipe.

The Tapping Test

Tapping a galvanized pipe with a coin will produce a metallic ringing noise.

WHAT HAPPENS AFTER INVENTORY?

- Lead Service Replacement
 - Residents must be notified 45 days prior to replacement of any part of a lead service. Notice must explain that the system will replace the portion of the line it owns and offer to replace the portion of the service line not owned by the water system.
 - The City must provide the consumer with a pitcher filter or point-of-use device certified by an American National Standards Institute accredited certifier to reduce lead, six months of replacement cartridges, and instructions for use before the affected service line is returned to service.
 - City must offer to perform follow up testing at each residence at three and six months after completion of the work. If only partially replaced the City is required to perform these tests.
 - If a customer informs the City or the City finds a replacement of the customer side has already been completed in the last six months or will be completed the City must complete the replacement of our side within 45 days.

WHAT THE PUBLIC WORKS GROUP IS DOING

- Replacement in conjunction with street projects to avoid having to return to recently paved streets.
- Inventory mapping has been created and the process to identify by property has begun.
- City has performed a cursory review of installation dates and main types to determine targeted areas of testing while simultaneously performing a records review.
- Looking into grant opportunities to offset the costs of replacing these lead services.
- Begun the process with Community Engagement to create an informational video and to determine the best course of action for public outreach.

| State | Implemented Lead Ban | Method | Date Effective | Certification Signature | Requires Solder | Use of Flux | Lead Pipe | Notes |
|----------|----------------------|--|----------------|--------------------------------------|-----------------|-------------|-----------|--------------|
| Delaware | Yes | State Plumbing Code, Section 119 Chapt. 79, Sec. 7906; Chapt. 1, Sec. 122e | 06/17/88 | Secy. Dept. Health & Social Services | X | X | X | Adopted BOCA |

WHAT WILL HAPPEN OVER THE NEXT FEW MONTHS

- City will source filtering devices to be procured and stored with Public Works for distribution as needed.
- On call contract creation and bidding for the replacement of lead service lines from the meter to within the home.
- Completion of an outreach box to be provided in advance of street projects to serve as 45 day notification, provide filtering and additional information.
- Grant submissions for funds to cover City costs associated with service line replacements.
- Continued inventory, records review and digitization to properly document all service lines.
- Once inventory is complete, a project to eliminate the remaining lead services will be proposed in order to make the City lead free prior to the October 16, 2024 date. Eliminating additional reporting and tracking needs.

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PURPOSE AND SCOPE

The City of Milford recognizes the importance of streamlining operations and utilizing resources effectively and efficiently. In order to maintain maximum efficiency of operations, as little duplication as possible should occur within City operations. As a result, the purpose of this policy is to define the appropriate roles of each department within the City. The scope of this policy is intended to be comprehensive and to ensure that the activities undertaken by each department are adequately represented.

APPLICABILITY

This policy applies to all City of Milford elected and appointed officials and employees, including but not limited to full-time, part-time, casual, seasonal, temporary, and other special employees, and any vendors/independent contractors that may report to any of the designated departments.

GENERAL GUIDELINES

Procedures

The form of government established by the City of Milford Charter is a Council-Manager form. Under this form of government, there are three appointed positions by City Council: City Manager, City Clerk, and Chief of Police. This policy is intended to describe the responsibilities of each department such that duplication of efforts is not utilized. The responsibilities herein described will necessitate the cooperations between the City Manager, City Clerk and Chief of Police.

City Manager

The City Manager has two objectives: to provide direct staff assistance to the Mayor and City Council as a whole and to its individual members, and to manage the City organization in the delivery of public services. Key duties are outlined within the City Charter. Beyond those duties outlined within the City Charter, the City Manager shall oversee the Finance Department, Planning, Zoning & Code Enforcement, Information Technology, Human Resources, Public Works Department, Parks & Recreation, and Electric Department.

Finance Department – Accounting and Payroll

The Finance department is responsible for managing the monetary equity, assets and liabilities within the City of Milford. The Finance department shall manage all monetary accounts owned or attributed to the City, and no purchases shall be made without the use of a City Credit/Debit card expressly permitted by the Finance department or without providing a receipt to the Finance department for reimbursement. No checking, savings or investment accounts may be operated by anyone but the Finance Director and/or their designee. The Finance department is also responsible to keep records of all City purchases, investments, accounts, assets and liabilities, and to ensure that City finances

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remain secure. Upon request, the Finance Director is responsible to provide those records to the City Manager and the Mayor and City Council. Every year, the Finance Director will present a budget for the City’s expenditures and revenues as requested by the City Manager and directed by the Mayor and City Council. The Finance department is also responsible for providing payment to City employees, according to the direction of the Human Resources Director and the Finance Director. Responsible for the review of water, sewer and electric rates.

Finance Department - Customer Service

The Customer Service Department is responsible for the collection of payments and revenues paid to the City of Milford in return for electric, water or refuse utilities. The Customer Service Department is also responsible for fielding calls to the City regarding power outages, services and other items. Because the Customer Service Department handles revenue to the City, the Department reports to the Finance Director. No elected official, appointed official, or employee may accept payment for City utility services from anyone, either resident or business-owner, except those in the Customer Service Department. The Department is responsible for being the customer service face of the City of Milford, and employees in this Department shall conduct themselves with professionalism and kindness as representatives of the City. Responsible for tax assessment records and the collection of accommodations tax. Responsible for enforcement and the application of Chapter 178 – Realty Transfer Tax, Chapter 204 – Taxation, and Appendix A – State Acts, Article I – Valuation of Agricultural, Horticultural and Forest Land Use.

Human Resources Department

The Human Resources department is responsible for all civilian personnel-related matters within the City of Milford. All hirings, terminations, disciplinary actions and salary/hours-related matters must be completed with oversight and direction of the Human Resources department. If any other department has any other personnel-related matters to deal with, they must apprise the Human Resources Administrator and coordinate with them to ensure proper protocol is followed. No employee contracts, offers, promises or payments may be made without the express authorization of the Human Resources Administrator. The official personnel file for each civilian employee shall be maintained by the Human Resources Administrator. Human Resources professionals have four major roles which include: the traditional role of providing technical expertise, and three emerging roles: “business partner,” working with management to devise effective solutions to an organizational or performance problem; “change agent,” helping others understand the need for change, planning and training for change; and “leader,” influencing others, and balancing concerns for employees with organizational requirements and goals. The primary functions of the Human Resources

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department include labor and employee relations, including negotiating the City’s labor contracts and resolving employee grievances; recruitment and selection for vacancies including compliance with non-discrimination law; classification and compensation for jobs; employee recognition programs; training and development; administration of retirement, health, dental and other employee benefits; risk management and workers compensation, liability, insurance and safety; and maintaining all personnel records.

Planning, Zoning, and Code Enforcement Department

The Planning department is responsible for all land use, zoning and building matters within the City of Milford. The Planning department will provide building and construction permits consistent the City of Milford Code to anyone who wishes to build or subdivide land within the City’s corporate limits. The Planning department is also responsible to conduct planning and building-related code enforcement. The Planning Director is responsible for providing information regarding application requests to the City of Milford Planning Commission, the Board of Adjustment, and to the Mayor and City Council. The Department has three divisions: Code Enforcement & Licensing, Building Inspections, and Planning & Zoning. The department administers the residential rental, contractor, vendor and business licensing programs. The department makes recommendations for the establishment of fees associated with Building Construction, Licensing and Planning & Zoning items. The Code Enforcement & Licensing Division is responsible for the enforcement of Chapter 79 – Animals (in the case of zoning violations), Chapter 90 – Business License, Chapter 107 – Contractors, Chapter 168 – Peddling, Soliciting and Transient Merchants, Chapter 174 – Property Maintenance, Chapter 180 – Residential Rental Operating Licenses, Chapter 211 – Trees and Chapter 230 – Zoning. The Building Inspection Division is responsible for the enforcement of Chapter 88 – Building Construction, Chapter 130 – Floodplain and Chapter 230 – Zoning. The Planning & Zoning Division is responsible for the administration of Chapter 200 – Subdivision of Land, Chapter 130 – Floodplain, and Chapter 230 – Zoning.

Economic Development and Community Engagement Department

The Economic Development and Community Engagement department is responsible for all public communications and for overseeing the economic growth of the City of Milford, per direction from the Mayor and City Council. No public communications may be made by any employee, Councilmember or Commission member without the knowledge of and permission from the Public Information Officer of the City of Milford or their designee. The Economic Development and Community Engagement Administrator functions as the Public Information Officer for the City, as appointed by the City Manager. A public communication may be defined as any communication, written or oral, in-person or virtual, rehearsed or extemporaneous that represents the

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opinions, thoughts or purposes of the City of Milford to the public. The department is responsible for the administration of Chapter 19 – Economic Development and Redevelopment.

Information Technology Department

The Information Technology department is responsible for the servers and cybersecurity of the City of Milford. All electronics used for City business by elected officials, appointed officials and employees must be provided by or approved by the Information Technology department. The department is also responsible for maintenance of information technology, software purchasing and updates, and troubleshooting of information technology. If anyone utilizing City of Milford information technology has a problem, a security breach or a virus, they are responsible for contacting the Information Technology department and reporting the breach. The department assists with the administration of Chapter 125 – Fiber Optics.

Electric Department

The Electric department is responsible for managing the electric utility in the City of Milford. The Electric department maintains all electric systems and ensures that the residents of the City of Milford have working electricity. No electric lines may be laid, and no-one may connect to the electric system without notifying the Electric Department and obtaining a permit for this work. The department is responsible for the design and construction of electric infrastructure within new residential developments. The department reviews electric utility permit requests. The department makes recommendations on fees related to Electric Department labor, impact fees and other electric charges as outlined in the City Fee Schedule. The department is responsible for the administration and enforcement of Appendix B – Electric Rules and Regulations. Assists with the administration of Chapter 125 – Fiber Optics.

Public Works Department

The Public Works department is responsible for maintaining all City streets, the water utility for the City of Milford, engineering for all City of Milford infrastructure projects, and refuse removal for the City of Milford. The Public Works department is responsible to ensure that the City streets are maintained properly, that street construction guidelines are followed according to what is in the City of Milford Code, and that the City streets remain open for passage of vehicles and walkers. The department shall be solely responsible for the maintenance of vehicles as well as maintaining records of all said maintenance. The department is also responsible to ensure that the residents of the City of Milford have adequate water for consumption, that the water is clean and that the pipes used to convey the water remain undamaged and clean as well. In addition, the department is responsible to ensure that sewage and other unclean water in the City of

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Milford is safely conveyed and properly cleaned for reuse. The Public Works department is also responsible for providing oversight and engineering for appropriate City infrastructure projects, including monitoring contractors, directing work and troubleshooting as necessary. Lastly, the Public Works department is responsible to ensure the timely and safe pickup of refuse within the City of Milford, for all residents. No refuse removal may occur except that which is approved by or done by the Public Works department. The Public Works department is responsible for the review of subdivisions and other land use applications for compliance with Chapter 200 – Subdivision of Land, Chapter 185 – Water, Chapter 222 – Sewer and the City’s Construction Standards and Specifications. The department reviews water, sewer, sidewalk, entrance and right-of-way permits and coordinates with DelDOT for utility construction permits and entrance permits on State maintained roadways. The department is responsible for inspecting and accepting water, sewer, curbing, stormwater, roadway infrastructure in new developments. The department makes recommendations on fees associated with water and sewer impacts, irrigation, solid waste collection, equipment costs, labor costs as indicated on the City Fee Schedule. The department is responsible for the administration and enforcement of Chapter 177 – Public Works Department Fees, Chapter 185 – Sewers, Chapter 193 – Solid Waste, Chapter 197 – Streets, Sidewalks, Storm Sewers and other Public Places, Chapter 200 – Subdivision of Land (construction standards), and Chapter 222 – Water.

Parks and Recreation Department

The Parks and Recreation department is responsible for managing the upkeep of the grounds of City property, including the grounds of any City buildings and the parkland that belongs to the City. In addition, the Parks and Recreation department manages the administration of the various recreational opportunities provided by the City for residents of all ages, including camps, leagues, groups and the maintenance and upkeep of City playgrounds and sporting courts. The department makes recommendation for fees associated with the use of Park amenities. The Parks and Recreation department is responsible for the administration and enforcement of Chapter 165 – Parks and Recreation, and Chapter 211 – Trees.

City Clerk Office

The City Clerk Office is responsible for the production of agendas, packets and minutes of public meetings along with the preparation of resolutions, ordinances, proclamations and other ceremonial documents while ensuring all publication, posting and all open meeting requirements are met other than those exempt under 29 Del. Code, Chapter 100; drafts correspondence as the liaison between the public and Mayor and City Council; reports and preserves the history of the City; maintains records of appointments to city boards and commissions; coordinates the appointment process with the Mayor and staff liaisons and maintains membership rosters; assists

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with the bid process, advertising and maintenance of all public bids/proposals/RFP's including the substantiation of bids received/awarded; acts as the custodian of the city seal, affixing it to all required documents, records, contracts, and agreements. Attests to the signature of the Mayor on all city documents and is responsible for the maintenance and compliance of the Milford City Code. As the city's official recordkeeping, oversees all Freedom of Information requests while working with all city departments to ensure compliance with 29 Del. Code, Chapter 100 and archival requirements and duties as outlined in 29 Del. Code, Chapter 5. Serves as the City's election official and administers all municipal elections/special elections/referendums, processes election candidate filing materials; oversees voter registration process in accordance with 15 Del. Code Chapter 75 and Chapter 68-Voter Registration and is responsible for the maintenance and compliance of the Milford City Code. Acts as Notary Public for City business and residents' needs.

Police Department

The Police department is responsible for public safety within the City of Milford. Any public safety activities shall be coordinated with the Chief of Police and/or their designee. The Chief of Police is the chief executive officer of the Police Department and the final authority in all matters pertaining to the department to assure the effective performance of the Police Department. (CALEA 11.3.1) The Chief of Police will work with the Administrator of Human Resources to ensure all proper protocol are followed in reference to hiring, terminations, disciplinary actions with the Chief of Police having the final authority over all sworn personnel matters. All sworn personnel records, files, and other records will be maintained within the internal affairs division (Del 11-9200 subsection (c), (12). Access to inactive files shall be limited to the Chief of Police/or his/her designee and the City Solicitor The Police department has three primary functions: the prevention of crime, apprehension of offenders and recovery of property, and performing miscellaneous services for residents, property owners, and City employees. The Police department is also responsible for coordinating emergency procedures within the City of Milford, and must take the lead in coordinating disaster protocols with the City Manager's Office, Carlisle Fire Department, Delaware Emergency Management Agency, and any other relevant parties. The Police department is responsible for the administration and enforcement of Chapter 75 – Alarms, Chapter 77 – Alcoholic Beverages, Chapter 79 – Animals (at large or dangerous), Chapter 96 – Outdoor Burning, Chapter 111 – Curfew, Chapter 115 – Disorderly Premises, Chapter 157 – Noise, Chapter 176 – Public Peace and Good, Chapter 190 – Smoking Prohibited in City Parks, Buildings and Facilities, and Chapter 215 – Vehicles and Traffic.

VIOLATIONS

The Council of the City of Milford considers violation of these procedures as a serious offense, punishable by discipline up to and including termination. If you have questions regarding appropriate use of this policy, please contact your supervisor, the Human Resources Administrator or your respective Appointing Authority.

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I, _____, acknowledge that I have received and read a copy of this policy.

Employee/System User Signature

Date