

REVISED 8/22/19

**AGENDA
REGULAR MEETING OF THE MAYOR AND COUNCIL
August 27, 2019
(Note Change of Venue)
SEAFORD VOLUNTEER FIRE DEPARTMENT BANQUET HALL
302 E. King Street**

- 7:00 P.M.** - Mayor David Genshaw calls the Regular Meeting to order.
- Invocation
 - Pledge of Allegiance to the Flag of the United States of America.
 - Changes to agenda for this meeting.
 - Approval of minutes of the regular meeting on August 13, 2019.

Mayor Genshaw to present a proclamation recognizing September 1-7 as Duchene Awareness week in the City of Seaford.

Chief of Police Marshall Craft to introduce officers Ashlyn Hare and Michael Mahetta who graduated from the 92^B Delaware State Police / 88th Municipal Recruit Class of the Delaware State Police Academy on August 15, 2019.

ALL ITEMS ON THIS AGENDA MAY OR MAY NOT BE VOTED ON.

CORRESPONDENCE:

- 1.

7:05 P.M. PUBLIC HEARING

1. Lakeshore Motor Company LLC, located on Sussex Hwy., Tax Map and Parcel # 331-3.00-193.00, 193.12 and 193.13 are requesting a Preliminary Site Plan review for a proposed 24,000 sq. ft. Automobile sales and service center.
2. Thomas P. Smith, located at 106 Park Ave., Tax Map and Parcel # 531-10.00-236.13 are requesting a Sketch Site Plan review for construction of a warehouse.
3. Present a proposal to transition E-911 services and police dispatch functions to Sussex County and the State police.

AGENDA

REGULAR MEETING OF THE MAYOR AND COUNCIL

August 27, 2019

NEW BUSINESS:

1. Present for approval the Preliminary Site Plan review on behalf of Lakeshore Motor Company LLC, for a proposed 24,000 sq. ft. Automobile sales and service center located on Sussex Hwy., Tax Map and Parcel # 331-3.00-193.00, 193.12 and 193.13.
2. Present for approval the Sketch Site Plan review on behalf of Thomas P. Smith for construction of a warehouse located at 106 Park Ave, Tax Map and Parcel # 531-10.00-236.13.
3. Present for approval a proposal to transition E-911 services and police dispatch functions to Sussex County and the State police.
4. Present for approval a recommendation from the Actuarial Services RFP Committee for actuarial services related to the City Pension Plan for General Employees and Post Retirement Welfare Plan.
5. Present for approval the revised Fee and Rate Schedule to include a 3% Hotel/Motel Tax with an effective date of January 1, 2020.
6. Present for approval a cost estimate to transfer the electric customer located at 6367 Stein Highway (proposed Montessori School Location) from Delmarva Power to the City of Seaford.
7. Present for approval a proposal from Segal Waters Consulting for a Salary Market Update; compensation study for the City of Seaford.

OLD BUSINESS:

- 1.

REMINDER OF MEETINGS & SETTING NEW MEETINGS:

1. City offices and utility divisions will be closed Monday September 2nd in observance of Labor Day.

AGENDA

REGULAR MEETING OF THE MAYOR AND COUNCIL

August 27, 2019

2. 1st Saturday, Sept. 7th from 4pm - 7pm on the corner of High & Spring Streets.
3. *Measure for Measure* Outdoor Theatre Performance at the Jay's Nest, Thursday, Sept. 12th at 7:30 p.m.
4. Movie Night in the Park at the Jay's Nest, Saturday, Sept. 14th at 7:30 p.m.
5. Coastal Clean-Up Day at William's Pond (Soroptimist Park), Saturday, Sept. 21st at 9 a.m.

COMMITTEE REPORTS:

1. Police & Fire - Councilman Dan Henderson
2. Administration - Councilman Orlando Holland
3. Code, Parks and Recreation - Councilman James King
4. Public Works & WWTF - Councilman MacCoy
5. Electric - Councilman William Mulvaney

Mayor Genshaw solicits a motion to adjourn the regular Council meeting.

NOTE: Agenda shall be subject to change to include or delete additional items (including executive session) which arise at the time of the meeting. (29 Del. C. S1004 (e) (3))

Date Posted: 8/22/19

Posted by: TNT

To: Charles D. Anderson, City Manager
From: June Merritt, Director of Finance & Human Resources
Date: August 13, 2019
Subject: Actuarial Services RFP – Recommendation

The City requested proposals for actuarial services related to the City of Seaford, Delaware Pension Plan for General Employees and Postretirement Welfare Plan. The proposals are considered for a five-year contract. Services required include an annual actuarial valuation report for determining required City contributions, compliance with GASB 67 and 68 reporting, calculation and preparation of annual benefit statements for participants, calculation of benefits payable to Plan participants, compliance with GASB 75 reporting, and analyzing the pension plan for potential design and benefit structure changes. Additional services may be requested from time to time and may include but are not limited to experience study of the Plan's actuarial assumptions, financial projections for budgeting purposes and Plan design studies and impact to Plan financials.

We advertised and sent requests for proposals to five companies and received four responses. The four responding firms were reviewed for their costs proposals and how well they completed the specifications in the RFP. Each firm was scored for independence and the ability to practice in Delaware, no conflicts of interest exists, adherence to the instructions in the RFP, experience with governmental engagements, quality of the firm's staff, location of firm, price, and the rater's confidence in the firm to meet required deadlines.

The highest ranking firm was Buck with an average score of 80.25. Boomershine Consulting Group, LLC and Foster & Foster Actuaries and Consultants tied with an average score of 75.75 and the Capital Benefit Consultants firm came in last with an average score of 67.50. Buck is the firm with the lowest actuarial services fee of \$27,900 annually, as indicated on the attached bid analysis sheet.

The Pension Plan Actuarial Services RFP committee is recommending that the City award the contract to the low bidder, Buck, based upon our review of their submittal.

NB #5
8/27/19



CITY OF SEAFORD SCHEDULE OF FEES AND RATES

Amended ~~June 25~~ August 27, 2019
Effective ~~July 1~~ January 1, 2020 September 21, 2019

The following fee & rate schedule contains base fees for different services and or permits obtained from the City of Seaford. The rates shown here are only current as of the date shown above. Fee calculations for permits must be performed by the City Code Department to ensure accuracy. Fee rates are never guaranteed and are subject to change at any time by an act of the City Council.

PROPERTY TAX RATE

Assessment is based on 2019 market values. The City of Seaford's taxes are assessed at 100% of appraised value and taxed at \$0.34 per \$100 of assessed value.

PROPERTY TAX RE-ASSESSMENT FEE:

As determined by current assessment charges.

* This fee applies to property tax reassessments necessary due to Sub-division Farm Land Exemption requests; Property Improvements, Subdivisions, Re-zonings and/or Annexations.

LODGING TAX

Three percent (3%) of the rent upon every occupancy of a room or rooms in a hotel, motel or tourist home within the boundaries of the City of Seaford. Such tax shall be in addition to the lodging tax imposed by the State pursuant to 30 Del. C. § 6102.

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ELECTRIC UTILITY RATES

RESIDENTIAL CUSTOMERS

Customer Charge \$10.00 Per Month *Minimum Bill \$15.00
First 31.25 KWH \$0.160000
Next 718.75 KWH \$0.145572
Remaining KWH \$0.128631

COMMERCIAL NON-DEMAND METERING (under 3500 kwh)

Customer Charge \$12.00 Per Month *Minimum Bill \$15.00
First 17.65 KWH \$0.170000
Next 732.35 KWH \$0.157000
Remaining KWH \$0.153438

COMMERCIAL WITH DEMAND METERING (over 3500 kwh five or more times in 12 months, less than 50 KW)

Customer Charge \$50.00 Per Month
First 166.67 KWH \$0.150000
Remaining KWH \$0.104825
Minimum Bill \$75.00
Demand Charge (All KW \$11.34)

MEDIUM GENERAL SERVICE Energy (50-300 KW)

Customer Charge \$65.00 Per Month
First 2,574.72 KWH \$0.125000
Remaining KWH \$0.099645
Minimum Bill \$386.84
Demand Charge (All KW \$10.66)

LARGE GENERAL SERVICE Energy (greater than 300 KW five or more times in 12 months)

Customer Charge \$200.00 Per Month
First 30,000 KWH \$0.105000 Next 220,000 KWH \$0.086620
Remaining KWH \$0.084770

Demand Charge (All KW \$10.1327)
Demand Ratchet 70% of Previous 12 Month Maximum

LARGE GENERAL SERVICE - PRIMARY Energy (same as above with primary service)

Customer Charge \$200.00 Per Month
First 30,000 KWH \$0.102500 Next 220,000 KWH \$0.085318
Remaining KWH \$0.082596
Demand Charge (All KW \$10.1327)
Demand Ratchet 70% of Previous 12 Month Maximum

CONNECTION CHARGES

Existing Facility, Commercial or Residential	No Charge
New Residential	No Charge
New Non-Residential	No Charge
Delinquent Charges	\$40
Residential AMI Reconnect Charges (prior to 4:00 pm Monday - Friday)	\$25
Residential AMI Reconnect Charges (after 4:00 pm Mon. - Fri., Weekends & Holidays)	\$100
Additional Deposit	\$25
Temporary Service	\$60

CUSTOMER DEPOSIT CHARGES

Residential Property Owner	No deposit required
Residential Renters	\$200
Commercial -	The greater of an average for 12 month's bills multiplied by 2.5 or \$200 (A surety bond may be substituted at the City's option)

STANDARD POWER FACTOR

98.5% Lagging
Charge per 1.0% under 98.5% per KW demand \$0.05

NEW CONSTRUCTION AND LINE EXTENSION FEES

Paid by Applicant - Refer to section 11 of the Electric rules and regulations.

* The City Council approved a selective elimination of the charges for City Labor & City Equipment costs in 2018 related to the installation of new electric services and upgrades to existing electric services by the City Electric Department. Material costs, Non-City Labor costs & Non-City Equipment costs do not apply to this waiver.

STREET CHARGE

\$5.50 per month

GREEN ENERGY

Funding for Green Energy Programs \$0.000178 / Kwh

PURCHASED POWER COST ADJUSTMENT CLAUSE

-\$0.01380 / Kwh (Effective 04/1/2019)

ENERGY SUPPLY COST

\$0.06942/ Kwh

SECURITY LIGHTS

\$6.31 / month

METER TEST FEE

No charge for the first test at a location. After first test then greater of actual cost or:

Self Contained	\$35
Transformer Rated Meter	\$75

METER DEPOSIT INTEREST

Meter deposit interest is applied when refunded; with an interest rate based on the 1 year Treasury Constant Maturity Rate.

DELAWARE STATE UTILITY TAX

Industrial/Commercial Facility	4.25%
Qualified Manufacturing Facility	2.00%

RETURN PAYMENT FEE

\$40

AUTOMATIC METER INFRASTRUCTURE (AMI) OPT-OUT FEES:

One-time manual meter set-up fee	\$40.00
Manual meter reading	\$25.00/month
Delinquent Charges	\$40
Reconnect Charges (prior to 4:00 pm Monday – Friday)	\$40
Reconnect Charges (after 4:00 pm Monday – Friday, Weekends & Holidays)	\$100

LATE PAYMENT CHARGE

1.5% per month on outstanding balance

BASE FIGURE FOR ESCROW CALCULATIONS

\$0.088223/Kwh

WATER AND SEWER UTILITY RATES

All water and sewer rates are based on Equivalent Dwelling Units (EDU), which is equal to 9,000 gallons per month, (300 g.p.d.), with a minimum billing of 1 EDU per month, \$22.61 for water* and \$44.99 for sewer.

*Water rate adjustment for large users: The first 667,000 gallons are billed at the rate of \$22.61 per 9,000 gallons/month; from 667,001-1,333,333 at \$11.30 per 9,000 gallons/month; with the remaining usage at \$9.39 per 9,000 gallons/month.

*Properties outside of the city limits, which have water and/or sewer service, are charged an annual fee equal to 1/3 of the city property tax rate.

WATER AND SEWER CONNECTION SERVICE CHARGES

Turn service valve on/off for:

Repairs (During City Business Hours):	No Charge
Repairs (After City Business Hours):	\$60
Non-Repair shutoff/reconnect for more than 1 week (During City Business Hours only):	\$40
Delinquent Charges	\$40
Reconnect Charges (prior to 4:00 pm Monday – Friday)	\$40
Reconnect Charges (after 4:00 pm Monday – Friday)	\$60

INDUSTRIAL PRETREATMENT ORDINANCE:

WASTEWATER DISCHARGE PERMIT:

Significant Industrial User (SIU)	\$1,000.00 per issuance + \$500 Annual Monitoring Fee
Categorical Industrial User (CIU)	\$1,000.00 per issuance + \$500 Annual Monitoring Fee
Other Industrial User (OIU)	\$1,000.00 per issuance + \$500 Annual Monitoring Fee

OTHER FEES:

Permit Amendment	\$500.00 per issuance
Permit Variance (s)	\$500.00 per issuance

GREASE INTERCEPTOR/TRAP INSPECTION FEE:

First inspection =	No charge
Second and each additional inspection =	\$50.00

BOARD OF ADJUSTMENT HEARING:

NON-REFUNDABLE \$300.00

PLANNING AND ZONING HEARING:

NON-REFUNDABLE \$200.00

PLUMBER LICENSE:

Annual License Fee = \$40.00
Surety Bond Required (\$5,000)
State of Delaware Master Plumber License Required

EXCAVATOR LICENSE:

Annual License Fee = \$40.00
Surety Bond Required (\$20,000)

REFUSE HAULER LICENSE:

Annual License Fee = \$50.00 for the first 5 trucks working in the City,
Plus \$10.00 for each additional truck working in the City

SEPTAGE HAULER LICENSE:

Annual License Fee = \$120.00

SEPTAGE HAULER FEE:

Septage Discharge Rate = \$0.065/ gallon up to 1,000,000 gallons per calendar year
\$0.055/ gallon 1,000,001 and above gallons per calendar

year

* Fee is charged on maximum truck volume; not gallons unloaded.

COMMERCIAL HANDBILL DISTRIBUTOR LICENSE:

Annual License Fee = \$40.00

TRANSIENT MERCHANT LICENSE:

Annual License Fee = \$40.00
Surety Bond Required (\$1,000)

MASSAGE BUSINESS LICENSE:

Annual License Fee = \$40.00

RENTAL LICENSE:

Annual License Fee = \$50.00 per rental unit
Re-inspection Fee = \$50.00 Each Additional Inspection

SPECIAL EVENT PERMIT:

Permit fee = \$20.00 per day per event
Not for profit organizations may be exempted from this fee. Proof of 501c3 status may be required.

PARADE OR PROCESSION PERMIT:

No Charge

SEASONAL STAND PERMIT:

Stand size up to 100 s.f. = \$10.00
Stand size larger than 100 s.f. = \$25.00

TEMPORARY CONTAINER (in R.O.W.) PERMIT:

Permit Fee = \$40.00
Insurance Certificate Required

BUILDING / SIGN / EXCAVATION / SITE WORK PERMIT FEE:

Based on the Cost of Construction:
First \$1,000 = \$25.00
Plus \$ 5.00 fee for each additional \$1,000 or any portion thereafter.

All NEW residential construction shall be based on the latest edition of the Building Valuation Data table as published by the International Code Council (ICC). All other work must be accompanied by a written estimate.

PLUMBING PERMIT FEE:

Base Permit Fee	\$25.00
Charge per fixture or connection to be inspected	\$ 2.00

DEMOLITION PERMIT FEE:

Structures WITH utilities	\$50.00
Structures WITHOUT utilities	\$10.00

WATER IMPACT FEE:

Per EDU	\$ 600.00
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* The City Council approved a selective discount of the water impact fee in 2018 as an economic incentive to flexible warehousing space in any M-1 Light Industrial District. This incentive is targeted to spur growth through incubator business spaces. The discount is applied to the water impact fee based on the normal EDU calculation for the space. The following chart gives the discount amount based on the size of the flexible warehousing unit:

Gross Floor Area Range (square feet)	Discount applied to normal water impact fee
0 to 2,000	70%
2,001 to 4,000	60%
4,001 to 6,000	50%
6,001 to 8,000	40%
8,001 to 10,000	30%

WATER CAPACITY CHARGE:

Residential Unit without a fire suppression system	\$ 100.00 per EDU
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All other uses:

1" Water Tap	\$ 375.00
2" Water Tap	\$ 750.00
3" Water Tap	\$1,500.00
4" Water Tap	\$3,000.00
6" Water Tap	\$3,500.00
8" Water Tap	\$4,000.00
10" Water Tap or large	\$6,000.00

WATER TAP FEE:

1"	\$ 725.00	plus \$300 to open street
1-1/2"	\$ 930.00	plus \$300 to open street
2"	\$1,325.00	plus \$300 to open street

* The City Council approved a selective elimination of the water tap fees in 2018. This fee incentive applies to the *first eighteen single family detached* housing units permitted, built and receiving their certificate of occupancy in 2018. This fee reduction only applies to housing constructed within Developments in the City, where water taps have already been installed by the developer.

SEWER IMPACT FEE:

Per EDU \$1,400.00

* The City Council approved a selective discount of the sewer impact fee in 2018 as an economic incentive to flexible warehousing space in any M-1 Light Industrial District. This incentive is targeted to spur growth through incubator business spaces. The discount is applied to the sewer impact fee based on the normal EDU calculation for the space. The following chart gives the discount amount based on the size of the flexible warehousing unit:

Gross Floor Area Range (square feet)	Discount applied to normal sewer impact fee
0 to 2,000	70%
2,001 to 4,000	60%
4,001 to 6,000	50%
6,001 to 8,000	40%
8,001 to 10,000	30%

SEWER TAP FEE:

4" diameter \$1,050.00 plus \$600 to open street
6" diameter or larger \$1,050.00 plus \$600 to open street

* The City Council approved a selective elimination of the sewer tap fees in 2018. This fee incentive applies to the first eighteen single family detached housing units permitted, built and receiving their certificate of occupancy in 2018. This fee reduction only applies to housing constructed within Developments in the City, where sewer taps have already been installed by the developer.

DOWNSTREAM SEWER ASSESSMENT FEE:

Lift Station #1	Methodist Manor House Drainage Shed	\$ 400.00 per EDU
Lift Station #2	Route 13 South Drainage Shed	\$ 800.00 per EDU
Lift Station #3	Route 13 North (SVSC) Drainage Shed	\$ 800.00 per EDU
Lift Station #4	Retirement Living Drainage Shed	\$ 400.00 per EDU
Lift Station #5	Western Auto Drainage Shed	\$ 400.00 per EDU
Lift Station #6	Virginia Commons Drainage Shed	\$ 400.00 per EDU
Lift Station #7	ShIPLEY Center Drainage Shed	\$ 400.00 per EDU
Lift Station #8	Hurley Heights Drainage Shed	\$ 400.00 per EDU
Lift Station #9	Cedar Avenue Drainage Shed	\$ 400.00 per EDU
Lift Station #10	Industrial Park Drainage Shed	\$ 400.00 per EDU
Lift Station #11	Dulany Street Drainage Shed	\$ 400.00 per EDU
Lift Station #12	North Ross Drainage Shed	\$ 400.00 per EDU
Lift Station #13	Governor's Grant Drainage Shed	\$ 400.00 per EDU
Lift Station #14	Mears Campus Drainage Shed	\$ 1,200.00 per EDU
Lift Station #15	Herring Run Drainage Shed	\$ 1,200.00 per EDU
BSSD	Interceptor Upgrades	\$ 400.00 per EDU

STORM WATER IMPACT FEE:

Per square foot of developable land \$0.10

ELECTRIC SYSTEM COST RECOVERY FEE:

Residential Service Single Phase (120/240)

100 amp	\$ 187.50
200 amp	\$ 375.00
300 amp	\$ 562.50
400 amp	\$ 750.00

Commercial Service 3 phase (120/208) & (120/240)

200 amp	\$ 750.00
400 amp	\$1,500.00
600 amp	\$2,245.00
800 amp	\$2,995.00

Commercial Service 3 phase (277/480)

200 amp	\$ 1,730.00
400 amp	\$ 3,455.00
600 amp	\$ 5,200.00
800 amp	\$ 6,915.00

Industrial Service 3 phase (120/208) & (120/240)

200 amp	\$ 935.00
400 amp	\$ 1,870.00
600 amp	\$ 2,810.00
800 amp	\$ 3,745.00
1,000 amp	\$ 4,680.00

Industrial Service 3 phase (277/480)

200 amp	\$ 2,160.00
400 amp	\$ 4,320.00
600 amp	\$ 6,500.00
800 amp	\$ 8,640.00
1,000 amp	\$10,790.00
2,000 amp	\$21,580.00
3,000 amp	\$32,500.00

WATER METER & WATER METER PIT PRICES:

As determined by the Director of Public Works

REPRODUCTION FEES - (i.e. - FREEDOM OF INFORMATION ACT)

Document Copies	\$0.25 per page	(\$1.00 minimum charge)
Duplicate Bill Fee	\$2.50	
Print Account History	\$2.50	
All other records	Actual cost of reproduction	

COMMERCIAL PROPERTY LISTING ON CITY WEBSITE

Per Property \$25

CITY EQUIPMENT & TOOL RATES

The following fees shall be charged for City of Seaford projects and code related actions in accordance with City Policy. This equipment (and/or tools) is not intended to be rented by or to the general public. All City equipment shall be operated by City personnel at all times. Personnel costs shall be charged at the current prevailing rate.

Electric Line Truck	\$40 per hour (minimum 1 hour)
Electric Bucket Truck	\$40 per hour (minimum 1 hour)
Electric Pole Trailer	\$25 per hour (minimum 1 hour)
Pick-Up/Service Truck	\$25 per hour (minimum 1 hour)
Trencher - Walk Behind	\$30 per hour (minimum 1 hour)
Trencher - Ride On w/backhoe	\$40 per hour (minimum 1 hour)
Flat Bed Dump Truck	\$35 per hour (minimum 1 hour)
Regular Dump Truck	\$35 per hour (minimum 1 hour)
Back Hoe/Loader	\$35 per hour (minimum 1 hour)

Skid Steer Loader	\$35 per hour (minimum 1 hour)
Mini Excavator	\$35 per hour (minimum 1 hour)
Tractor Mower "Bush Hog" (Ride On)	\$50 per hour (minimum 1 hour)
Tractor Mower "Cub Cadet" (Ride On)	\$50 per hour (minimum 1 hour)
Lawn Mower "Zero Turn" (Ride On)	\$20 per hour (minimum 1 hour)
Lawn Mower (Push)	\$15 per hour (minimum 1 hour)
Back Pack Blower	\$15 per hour (minimum 1 hour)
Weed Cutter (Gas Powered)	\$15 per hour (minimum 1 hour)
Chain Saw (Gas Powered)	\$15 per hour (minimum 1 hour)
Generator (19-29 KVA)	\$30 per hour (minimum 1 hour)
Generator (125-149 KVA)	\$55 per hour (minimum 1 hour)
Sewer Rodder	\$50 per hour (minimum 1 hour)
Air Compressor	\$25 per hour (minimum 1 hour)
Weed Sprayer	\$15 per hour (minimum 1 hour)
Paint Machine	\$25 per hour (minimum 1 hour)
Power Sweeper	\$50 per hour (minimum 1 hour)
Video Camera with Trailer	\$100 per hour (minimum 1 hour)
Hydra-stop with Trailer	\$100 per hour (minimum 1 hour)

(Cost of the Hydra-stop sleeve is an additional charge; contact the Director of Public Works for pricing)

PARK RENTAL FEES

SOROPTIMIST PARK:

Front Pavilion	\$30 per day
Back Pavilion	\$20 per day

SPORTS COMPLEX:

- Sports fields: \$75 per field per day
 - Use of field lights: \$25 per field per hour (in addition to the daily field rental fee)
- The JAY'S NEST PLAYGROUND, which is located within the SPORTS COMPLEX, may not be rented.

ALL OTHER CITY PARKS:

May be rented on a case by case basis, and must obtain a Special Event Permit.

Delmarva Power
PO Box 9239
Newark DE 19714-9239
800 375 7117

delmarva.com

11546
8/12/19

August 12, 2019

Charles D. Anderson
City Manager
City of Seaford
414 High Street
Seaford, DE 19973

Dear Charles,

This letter contains the estimated cost to transfer the electric customer located at 6367 Stein Highway in Seaford Delaware from Delmarva to the City of Seaford per the Customer Transfer Agreement dated July 1, 2004 between the City of Seaford and Delmarva Power & Light.

Estimated Reconfiguration Cost	\$ 4,708.00
Customer Transfer Compensation	<u>\$15,959.36</u>
Total Estimated Cost	\$20,667.36

As detailed in the Facility Relocation Agreement Between the City of Seaford and Delmarva, The City of Seaford will pay the estimated Reconfiguration Cost before the customer is transferred. Once the work is completed the actual cost of reconfiguration will be reconciled with the estimated reconfiguration cost.

Please notify me when you are ready to move forward with this transfer.

Thank you,



Marjorie Garbini
Principal Contract Specialist
Transmission Arrangements

401 Eagle Run Road, Newark, DE 19702
Office: 302 454 4078 | Mobile: 302 530 6281
marj.garbini@pepcoholdings.com

C. Anderson

From: Garbini, Marjorie A:(PHI) <Marj.Garbini@pepcoholdings.com>
Sent: Tuesday, August 13, 2019 7:28 AM
To: C. Anderson
Cc: Seaford Electric; Kraft, Michael:(DPL); Baker, Neil P:(PHI)
Subject: Wheaton/Montessori School Transfer Estimate
Attachments: estimate to transfer Wheaton_Montessori School from DPL to Seaford August 2019 signed.pdf; 15994743 agreement-APPROVED.pdf

See letter attached. I've also copied the text below.

Please let me know if you have any questions or concerns around this.

This letter contains the estimated cost to transfer the electric customer located at 6367 Stein Highway in Seaford Delaware from Delmarva to the City of Seaford per the Customer Transfer Agreement dated July 1, 2004 between the City of Seaford and Delmarva Power & Light.

Estimated Reconfiguration Cost	\$ 4,708.00
Customer Transfer Compensation	<u>\$15,959.36</u>
Total Estimated Cost	\$20,667.36

As detailed in the Facility Relocation Agreement Between the City of Seaford and Delmarva, The City of Seaford will pay the estimated Reconfiguration Cost before the customer is transferred. Once the work is completed the actual cost of reconfiguration will be reconciled with the estimated reconfiguration cost.

Please notify me when you are ready to move forward with this transfer.

Marj

Marjorie Garbini

Principal Contract Specialist
Transmission Arrangements

401 Eagle Run Road, Newark, DE 19702

Office: 302 454 4078 | Mobile: 302 530 6281

marj.garbini@pepcoholdings.com



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A PHI Company

FACILITY RELOCATION AGREEMENT

Between

City of Seaford
414 High Street
Seaford, DE 19973

and

DELMARVA POWER
118 E. Liberty Street
Harrington, DE 19952
Fax: (302)-398-1227

Service address:

6367 Stein Hwy.
Seaford, DE
Subdivision: Sussex Montessori School
Lot No.:

5/30/2019

Work Request No. - 15994743

Delmarva Power is currently engineering your request to do the following:

Remove all existing DPL facilities beyond tap at DPL pole# 45796/03288

The estimated cost is \$4,708.00 which will serve as a deposit. Upon completion of the work the actual cost will be reconciled with this estimate. If the estimate exceeds the actual cost the difference will be refunded, if the estimate is less than the actual cost then you will be billed for the difference. This cost is set forth by the rules and regulations filed with your public service/state corporation commission and are void if one copy of this agreement is not signed and returned within sixty (60) days of the date of this letter. Any and all taxes are included in this cost.

When you are prepared to make payment, please sign and return the enclosed service agreement acknowledging your commitment to pay. Delmarva Power will then generate an invoice that must be paid within 30 days of receipt.

Return the completed utility easement agreement.

Complete the Release for Private Underground Facilities below:

Note: Below must be completed and signed before work can begin.

Please check one (1) of the boxes below that applies to your ability to identify private underground facilities.

- 1. have identified all private underground utilities or facilities located on my property, and agree that I will not hold Delmarva Power or its contractors responsible or liable for any damage which may be caused by the information which I supplied being inaccurate.
- 2. cannot positively identify the existing private underground utilities or facilities on my property. Understanding that Delmarva Power will use due caution, I authorize them to proceed with the required work. I also agree that I will not hold Delmarva Power or its contractors responsible or liable should they damage an unidentified private underground utility or facility.

Failure to check either box and sign constitutes acceptance of box #2.

Signature: _____ Date: _____

Any changes, revisions, or alterations to this form will not be acknowledged or accepted unless expressly agreed to by Delmarva Power. Acknowledgement of such changes will only be accepted if same are initialed and dated by a Representative of Delmarva Power

If you have any questions or need any assistance please contact *Michael W. Kraft (302)-398-1231* during normal business hours. Reference the Work Request No. above.

Mike Kraft

Engineering Fieldman – Delmarva Power

Customer's signature

Date

10/2/18
8/27/19



City of Seaford, DE

Proposal for a Salary Market Update

Date: August 8, 2019

Contact:

Paula M. Singer, PhD
Vice President, Senior Consultant
202.833.6474
psinger@segalco.com



THE SEGAL COMPANY (EASTERN STATES) INC.
SEGAL WATERS CONSULTING
1800 M Street NW, 9th Floor S, Washington, DC 20036
T 202.833.6400 F 202.330.5694 www.segalco.com

August 8, 2019

Charles D. Anderson
City Manager
City of Seaford
414 High Street
Seaford, DE 19973

Re: Request for Salary Market Update Consulting Services

Dear Mr. Anderson:

We are pleased to submit this proposal for a compensation study for the City of Seaford (“City”).

The Singer Group previously conducted a market study for the City and we look forward to the opportunity to work with you again. In 2018, The Segal Group acquired The Singer Group, a Maryland-based organizational consulting firm, and combined it with Segal Waters Consulting. The Singer Group brings over 30 years of experience working with local governments to Segal Waters practice.

Through our extensive experience providing human resources advice to public sector clients nationwide, we think Segal Waters is best qualified to assist you with this project. We have conducted similar projects for:

- City of Rehoboth Beach
- State of Delaware
- Town of Millsboro
- Sussex County
- City of Wilmington

We appreciate your consideration for this assignment and welcome the opportunity to meet with you to answer any questions you have. Please feel free to contact me by phone at 202.833.6474 or by email at psinger@segalco.com.

Sincerely,

Paula M. Singer, PhD
Vice President, Project Manager

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August 8, 2019

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Executive Summary

We understand the City seeks the assistance of a consultant to perform a compensation study affecting approximately 80 employees covered by 40 job titles. Specifically, we understand the City would like the consultant to:

1. Conduct a custom salary survey;
2. Update the current salary structure based on market study results;
3. Assign each position to the structure;
4. Conduct a compression analysis, examining each individual for appropriate placement both in the proper grade as well as within the range;
5. Assist in the development of a plan to transition some full-time employees to part-time seasonal employees as appropriate; and
6. Consider implications of minimum wage changes in the State of Maryland (insofar as it impacts City positions).

Our proposed work plan for this assignment includes the following steps:

Step 1: Project Initiation

Step 2: Salary Market Assessment

Step 3: Recommendations Development

Step 4: Present Final Results

We have described each project step in more detail on the following pages.

Methodology

Step 1: Project Initiation and Meetings

Initial Meeting

The first task of this project will be to meet via teleconference with the City's Project Team and any other key advisors to the project. The purpose of the meeting is to:

- > Confirm the goals and objectives of the study
- > Discuss the City's current compensation structure, as well as the reasons for this project
- > Finalize the timeline and specific dates for deliverables
- > Clarify Segal Waters' and the City's roles in each project phase
- > Establish parameters and protocols for keeping the Project Team updated and informed
- > Identify data or information needed to support the overall assignment

This meeting will help identify a clear project strategy that will facilitate a smooth and effective working relationship resulting in a successful outcome for the City.

Conduct Meetings

In addition to the initial meeting with the City's Project Team, we propose to conduct confidential one-on-one interviews with key stakeholders (such as senior leadership) and a group meeting with members of the City Council. The purpose of these interviews is to understand the perspective and needs of senior managers and the City Council, including their opinions regarding the effectiveness of the current compensation policies with regard to meeting their operational needs and staffing requirements.

We have found these one-on-one discussions to be a very valuable step in understanding the advantages and shortcomings of the current human resources policies, as well as to assist us with developing revised policies that the workforce are likely to be receptive of.

Individual interviews allow for flexibility in scheduling and encourage open and frank discussions about sensitive matters regarding leadership's expectations, frustrations, and suggestions for improvement. We understand that the City Council can only meet as a group.

For pricing purposes, we have assumed that we will conduct one and one half (1.5) days of meetings.

Our Expectations of the City for this Step

For the initial and meetings, we ask the City to coordinate the schedules of those who will participate, as well as provide a meeting room. In addition, we ask that the City provide the following information in electronic format:

- > Salary structures
- > Current personnel policy documents
- > Current organization charts
- > Up-to-date job descriptions in Microsoft Word
- > Current and accurate employee census data

Step 2: Salary Market Assessment

We understand the City is requesting a salary market study. To conduct a valid, reliable, and useful market study, we propose to take the following steps:

1. Develop a Market Study Methodology
2. Identify Benchmark Job Titles
3. Identify Comparable Employers and Other Data Sources
4. Collect and Analyze the Market Data
5. Prepare and Deliver a Report to you Detailing our Findings

These steps are described in more detail below and on the following pages.

1. Develop a Study Methodology

We think that it is important for Segal Waters and the Project Team to gain consensus on the overall goals and strategy regarding compensation, including the market study. We will work with the City's Project Team to clarify and finalize the market study methodology.

Our goal is to have a common understanding of the various options for conducting the market study, as well as an understanding of the implications on subsequent design of updated salary structures and pay policies. This understanding will allow us to develop and conduct a market study that is consistent with the City's compensation goals and will support its expectations.

For this project, we recommend conducting a custom-designed survey targeted to your public sector peer employers, while using published sources to represent private sector pay data. We recommend this for the following reasons:

- Custom surveys provide the most currently available data.
- Custom surveys allow you to target specific geographic markets, employers, and specific jobs.
- Custom surveys allow you to collect information that is not usually available in published data sources, such as scheduled salary ranges, pay supplements, compensation policies, union status, benefits, etc.
- Published sources may be the only method of gathering private sector data, since these organizations very rarely respond to market surveys from other employers.

2. Identify Benchmark Job Titles

We understand that this project covers up to 30 job classification titles as benchmarks for the market study.

3. Identify Comparable Employers to Survey

The next step will be to determine the comparable employers to include in the study. Typically, these employers include public sector entities that are geographically proximate to the City and are likely to have matching jobs. In addition, it might also include public sector employers outside of the immediate commuting area, but that are similar to the City in terms of size, scope, population, or other characteristics.

For pricing purposes, we have assumed the custom market study will be distributed to up to 10-12 public sector entities, and use up to three (3) published sources to represent private sector pay data.

As you may know, private sector organizations very rarely respond to employer-sponsored market surveys, especially when they know that the information could be made public through a Freedom of Information Act request. Consequently, if you wish to include private sector data in this study, we will draw on data contained in nationally recognized published data sources, such as Willis Towers Watson, Economic Research Institute (ERI), etc. We will identify specific sources appropriate to the City, once we are engaged for this project.

4. Collect and Analyze the Market Data

We will also design a survey instrument for collecting the market information, which we typically develop in MS Excel. The types of information we anticipate collecting through the survey include:

- Benchmark job base pay ranges (minimum and maximum annual pay rates)
- Actual average pay rates

We will also draft brief job summaries for each benchmark title based on current job descriptions to assist the survey participants with matching jobs consistently and appropriately.

Once the Project Team has reviewed and approved the survey document, we will distribute it to the approved group of comparable employers. We make many efforts to achieve the goal of 100% participation from each invited employer, yet we cannot guarantee that we will obtain good data from each of the employers invited to participate and for all of the jobs requested.

Respondents will return completed surveys and supplementary materials directly to Segal Waters. We will review and validate each survey response for completeness and reasonability, and then follow up with survey participants as necessary to clarify any incomplete or inconsistent responses.

Segal Waters will design a database to support our analysis that will become the property of the City upon completion of this project for your future analyses. We will also include any private sector data from published data sources, as applicable.

We will then analyze the survey data to determine the City’s market position relative to the market average minimum, midpoint, and maximum pay rate for each benchmark job title. We then compare these averages to the City’s pay ranges to determine the market position for each job title and occupational group. Based on industry standards that align with federal antitrust/safe harbor guidelines, benchmarks that receive less than five (5) total responses will not be included in our final report.

To the extent that different employer groups or industry sectors are included in the study, we will segment our findings accordingly. In addition, if applicable, we will geographically adjust market data for respondents outside of the metro area, using current cost of labor differentials from ERI Geographic Assessor.

Our report will include summary tables, such as the tables shown below.

**EXAMPLE TABLE 1
CLIENT MARKET POSITION BY SECTOR—PAY ONLY**

Market Sector	Client Pay Ranges as a Percent of the Market Average		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Public Sector	106%	101%	97%
Private Sector	83%	80%	75%
Overall	100%	95%	90%

Figures shown in red are below market (less than 95% of the market average)
 Figures shown in black within the market range (95% to 105% of the market average)
 Figures shown in blue are above market (more than 105% of the market average)

EXAMPLE TABLE 2
CLIENT MARKET POSITION BY DATA SOURCE—PAY ONLY

Public Sector Peer Employer	Client as a Percent of the Average		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Peer Organization Name	97%	98%	99%
Peer Organization Name	100%	99%	99%
Peer Organization Name	102%	99%	97%
Peer Organization Name	116%	108%	102%
Peer Organization Name	97%	98%	98%
Peer Organization Name	124%	104%	93%
Peer Organization Name	101%	95%	90%
Peer Organization Name	113%	107%	103%
Peer Organization Name	90%	89%	88%
Peer Organization Name	121%	116%	112%
Peer Organization Name	90%	92%	92%
Peer Organization Name	108%	99%	95%
Private Sector Data Source			
Data source	67%	58%	50%
Data source	91%	82%	70%
Data source	73%	68%	62%
Overall	99%	94%	89%

**EXAMPLE TABLE 3
CLIENT OVERALL MARKET POSITION—PAY ONLY**

Job Family and Benchmark Title	# of Matches	Client as a % of the Overall Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Accounting/Finance/Business				
Account Clerk II	xx	92%	88%	85%
Payroll Coordinator	xx	113%	103%	96%
Buildings and Facilities				
Maintenance Mechanic II	xx	94%	91%	88%
Building Operations Supervisor	xx	114%	110%	106%
Engineering				
Senior Engineering Technician	xx	102%	100%	98%
Fleet Maintenance				
Mechanic	xx	100%	93%	87%
Fleet Manager	xx	112%	104%	98%
Human Resources				
Human Resources Assistant	xx	95%	94%	92%
Human Resources Director	xx	91%	87%	82%
Information Technology				
Applications Analyst Programmer	xx	90%	95%	98%
Information Technology Manager	xx	97%	89%	83%
Streets and Highways				
Street Maintenance Worker	xx	85%	88%	91%
Street Maintenance Supervisor	xx	94%	89%	85%

In addition, our report will include detailed data showing each comparator’s job match, salary range, and other information for each benchmark title, as shown below.

**EXAMPLE TABLE 4
APPENDIX B – DETAILED MARKET DATA (ADJUSTED)**

Administrative Specialist						
Respondent	Matching Job Title	Workweek	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Maximum
Public Sector Data Sources						
Public Sector Peer #1	Administrative Officer II	40.00	\$54,256	\$61,792	\$69,328	
Public Sector Peer #2	Executive Assistant	37.50	\$40,168	\$51,121	\$62,075	
Public Sector Peer #3	Senior Administrative Assistant	40.00	\$34,681	\$43,986	\$53,291	
Public Sector Peer #4	Specialist Administrative Support	40.00	\$35,089	\$46,785	\$58,481	
Public Sector Peer #5	Administrative Assistant	40.00	\$41,469	\$51,836	\$62,203	
Public Sector Peer #6	Senior Administrative Assistant	37.50	\$39,263	\$54,968	\$70,673	
Public Sector Peer #7	Senior Program Support Specialist	40.00	\$37,086	\$47,578	\$58,071	
Public Sector Peer #8	Administrative Specialist	40.00	\$40,985	\$52,249	\$63,513	
Public Sector Peer #9	Administrative Specialist	40.00	\$32,782	\$43,567	\$54,353	
Public Sector Peer #10	Office Assistant II	40.00	\$36,024	\$47,351	\$58,678	
Public Sector Peer #11	Executive Secretary	40.00	\$30,346	\$40,967	\$51,589	
Client			\$38,242	\$50,035	\$61,828	
Public Market Average			\$38,377	\$49,291	\$60,205	
Client as a % of Public Market Average			100%	102%	103%	
Published Data Sources						
ERI Salary Assessor	Administrative Specialist - Level 3	40.00	\$38,707	\$45,892	\$55,296	
IBM Kenexa, CompAnalyst	Administrative Support III	40.00	\$41,483	\$51,736	\$63,494	
Towers Watson	Administrative Services - U3	40.00	\$41,098	\$52,159	\$64,032	
Client			\$38,242	\$50,035	\$61,828	
Published Market Average			\$40,429	\$49,929	\$60,941	
Client as a % of Published Market Average			95%	100%	101%	
Client	NE	38.75	\$38,242	\$50,035	\$61,828	
Overall Comparator Market Average			\$39,403	\$49,610	\$60,573	
Client as a % of Overall Market Average			97%	101%	102%	
Adjustment To Reach Market Average			3%	-1%	-2%	

5. Prepare a Report of Our Findings

Once all data have been collected, reviewed, and analyzed, we will prepare a report detailing our methodology and findings. The report will include at least the following items:

- An Executive Summary, briefly describing our key findings
- A description of the study objectives and methodology
- The City’s competitive market position for pay, applicable to each benchmark job title and job family
- Appendices showing detailed information collected for the market study

Our Expectations of the City for this Step

Task/Step	City's Project Team Role
1. Develop Compensation Strategy and Market Study Methodology	<ul style="list-style-type: none"> • Meet with Segal Waters staff, provide direction on strategy and methodology
2. Identify Benchmark Jobs	<ul style="list-style-type: none"> • Review and approve list of benchmarks
3. Identify Comparable Employers	<ul style="list-style-type: none"> • Review and approve list of comparators
4. Collect and Analyze the Market Data	<ul style="list-style-type: none"> • Review and approve survey document • Assist contacting survey recipients, if necessary • Complete survey on behalf of the City • Review draft market data and provide comments
5. Prepare and Deliver Report	<ul style="list-style-type: none"> • Review draft report, provide feedback, and approve final report

Step 3: Recommendations Development

Based on the findings of the market study and with the guidance of the Project Team, we will then develop revised salary schedules for the City. For this step in the project, we propose the following steps:

1. Update the Salary Schedule
2. Recommend Placement of Each Job on the Salary Schedule (i.e., assign jobs to pay grades)
3. Conduct a Pay Compression Analysis
4. Determine Cost Impact

These steps are described in more detail below and on the following pages.

1. Update the Salary Schedule

Once the market study report has been finalized, we will develop recommended changes to the salary structures that are consistent with the market findings and the City's compensation philosophy.

2. Recommend Pay Grade Assignments

We will then recommend grade assignments for all jobs covered by the study. Typically, our goal is to identify the grade that is within 5% of the market average at the midpoint. Our recommendations will be based on job content similarities and differences that were identified in the classification structure, such as minimum qualifications, scope of responsibilities, supervisory role, and other considerations.

We will review the grade assignments with the Project Team, highlighting situations that represent significant change from the current pay relationships. Once you have had an opportunity to review and internally vet the recommendations, we will finalize the grade assignments as part of our final recommendations.

Our goal will be to ensure the new system is market based and is easily understood and used by managers and employees.

3. Conduct a Pay Compression Analysis

We understand the City requests an analysis of pay compression among all City positions. Pay compression can take several forms. The most typical ones are:

- **Pay rates for employees in the same grade are too close together regardless of the individuals' credentials** (prior experience, time in the job, skills, etc.). This situation can occur when pay ranges are not market competitive and/or employees have not received pay increases over time. As a result, when new employees are hired into the organization, they are offered a salary that is close to (or above) the salaries paid to existing employees.
- **Pay rates among employees in different levels within a job series or career path are too close together.** For example, salaries for Senior Buyers are close to the salaries for Buyers,

although the responsibilities and requirements for the senior level job are higher than the more junior position.

- **Pay rates of supervisors are very close to (or lower than) the salaries of employees who report to them.** This situation can occur for several reasons: when the supervisory pay range has significant overlap with the pay ranges of their direct reports, when policies or fiscal conditions restrict promotional pay increases, when first-line supervisors are not eligible for overtime pay but their direct reports regularly earn overtime pay, and other similar reasons.

To begin this step in the project we will first discuss with you the types of pay compression the City has been experiencing. Then we will analyze current pay data with along with as much information you can provide regarding each individual employee. Ideally, we would examine characteristics of employees that can drive pay rates, such as type and length of prior experience, education levels and other credentials, performance history, time in the position, time with the City, overtime earnings, any personnel actions throughout someone's time with the City (such as pay increases and title changes), and other similar items.

Our analysis will explore potential causes of the problems and provide potential solutions. In some cases, pay compression can be solved through other aspects of this study. For example, improving market competitiveness of the pay ranges and implementation of a new classification structure with appropriate job levels can often correct many pay compression situations.

If additional measures are needed, we can recommend criteria for setting salary levels designed to correct any current misalignments and reduce the chances of creating new problems in the future. For example, we can recommend guidelines for employee placement within the range based on individual characteristics. These types of criteria, coupled with policy standards for determining salary offers for new employee, can create a process for identifying and preventing any new pay compression situations in the future. Our goal in the analysis will be to:

1. Define and quantify the extent of the problem
2. Present and communicate the issues in a way that is understandable to decision makers and the members of the City Council
3. Provide solutions to the immediate problems, along with cost estimates associated with the solutions
4. Offer suggestions for policies, guidelines, and procedures to reduce the chance of pay compression occurring in the future

4. Determine Cost Impact

We will estimate the annualized cost of implementing the revised pay scales. This will require determining rules for placing current employees within the new pay ranges. While the prior steps determined the grade assignment for each position, this step involves determining each employee's salary within the assigned grade of the revised pay structure on the day of implementation.

We will work with you to determine the placement criteria. These criteria could include factors such as:

- Time the employee has been in the position

- > Time the employee has worked for the City
- > Current position in the salary range
- > Desired market position for individual salaries
- > Internal equity and pay compression considerations
- > Results of recent performance appraisals

We will also address the following:

- > **Minimum wage increases:** recommendations for incorporating any changes to the Maryland minimum wage into the City’s pay structure as needed
- > **Transitioning** full-time employees to seasonal part-time employees

Based on the guidance of the Project Team regarding these criteria, we will identify each employee’s recommended salary within the applicable pay range and will then determine the first year annual cost of implementing the revised pay schedule.

Since we understand that successful implementation may depend heavily on the cost of implementation, our recommendations include two costing models for the City’s consideration. Depending on the needs of the City, each model may reflect the following variables:

- > Changes to the classification structure and its impact on individual employees
- > Other factors that may impact placement of employees into the new pay structure such as:
 - Pay compression
 - Changes in the design of the pay structure(s) (e.g. number of grades, range width of each grade as well as minimum and maximum values)
 - Timing of implementation

Our Expectations of the City for this Step

Task/Step	City’s Project Team Role
1. Update the Salary Schedule	<ul style="list-style-type: none"> • Discuss objectives/goals with Segal Waters team, provide direction and input • Review and approve pay schedule design
2. Recommend Pay Grade Assignments	<ul style="list-style-type: none"> • Provide information on current pay grade assignments • Be available for questions and discussion • Review and approve methodology and pay grade assignments
3. Conduct Pay Compression Analysis	<ul style="list-style-type: none"> • Provide information on pay compression • Discuss potential options for policies with Segal Waters team
4. Determine Cost Impact	<ul style="list-style-type: none"> • Provide employee census information • Provide information on fiscal ability and conditions • Discuss and approve implementation criteria • Review and approve cost model

Step 4: Present Final Results to the City

We anticipate presenting the final results to the City’s Project Team and Council. While it is difficult to anticipate at this time the exact nature of this presentation, our price proposal assumes we will develop and deliver one on-site presentation that will contain at least the following elements:

- Background and reasons for the project
- Objectives and goals of the project
- Methodology used to conduct our analysis
- Key findings and outcomes, including costing to minimum and cost to correct/minimize compression issues
- Our recommendations, including potential implications of those recommendations

We will draft the presentation for the Project Team’s review, and then will finalize the document based on your comments and input. We anticipate that a senior member of Segal Waters’ Team will deliver the presentation, in conjunction with a senior member of the City’s Project Team.

Project Timeline

Segal Waters is available to begin this project upon award of contract. Our proposed timeline below and specific project deliverables will be finalized with the City’s Project Team during Step 1: Project Initiation.

Please note: Segal Waters is unable to begin any project without a signed contract from the City.

ANTICIPATED TIMELINE IN MONTHS

Step	1	2	3	4
Step 1: Project Initiation and Meetings				
Step 2: Salary Market Assessment				
Step 3: Recommendations Development				
Step 4: Present Final Results				

Segal Consulting Profile

About Our Company

The Segal Group (www.segalco.com) has been a leading, independent firm of benefit, compensation, and human resources consultants since its founding in 1939. Our clients include corporations, non-profit organizations, higher education institutions, professional service firms, and public sector entities, and jointly trusted benefit funds.

Segal is an independent, employee-owned organization with no ties to any other companies. Our only interest is in providing unbiased solutions to clients' total rewards needs.

Our firm is headquartered in New York and has more than 1,000 employees working in the following offices throughout the U.S. and Canada.

Atlanta, GA	Edmonton, AB	New York, NY
Boston, MA	Hartford, CT	Philadelphia, PA
Chicago, IL	Houston, TX	Phoenix, AZ
Cleveland, OH	Los Angeles, CA	Princeton, NJ
Dallas, TX	Minneapolis, MN	San Francisco, CA
Denver, CO	Montreal, QC	Toronto, ON
Detroit, MI	New Orleans, LA	Washington, DC

Segal has extensive experience in providing independent, results-driven consulting services to public sector entities throughout the country.

For more than 75 years, we have developed cutting-edge total rewards approaches that provide quality health care, secure retirement, and competitive compensation programs for our clients' employees. Offering comprehensive total compensation and benefits packages requires governments to continually search for cost efficiencies and innovations. Many widely accepted benefit practice and cost containment solutions were originally designed by Segal.

Company History and Staff

The Segal Group was founded as the Martin E. Segal Company in October 1939, early in the development of employee benefit plans in American industry. From the beginning, Segal has been involved in developing health and retirement programs that meet the needs of employees and employers.

In 1967, the Martin E. Segal Company became part of Wertheim & Co. and in 1978 it again became independent when it was repurchased by company management.

In 2014, The Segal Group acquired the Human Resources Consulting Division of Waters Consulting and combined it with Segal's Public Sector Compensation and Bargaining Practice. The combined entity, Segal Waters Consulting, provides compensation and human resources consulting solutions to public sector entities.

In 2018, the firm acquired The Singer Group, a human resources and organizational development consulting firm based in the Baltimore area. Founded in 1983, The Singer Group provides compensation consulting, organizational design and development, performance management, workflow design and other human resources-related consulting services, for public and higher education library systems and not-for-profit organizations. It is now part of Segal Waters Consulting.

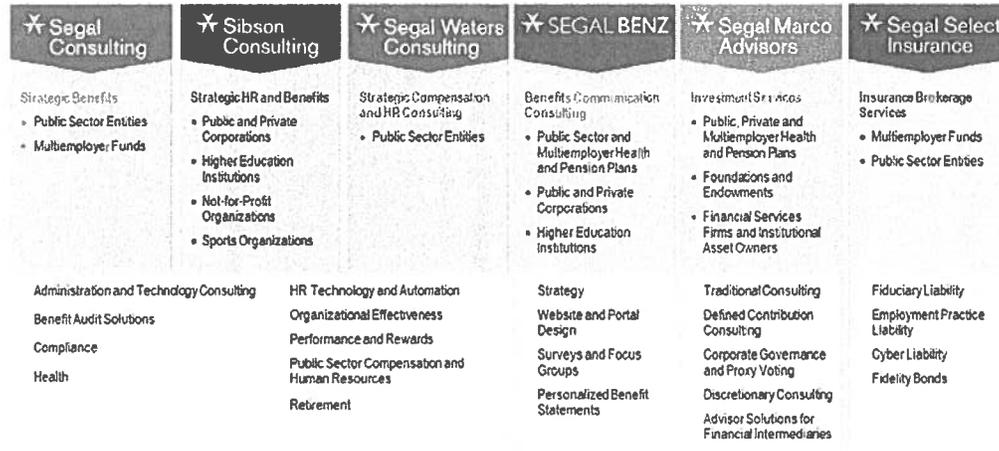
The Segal Group is a founding member of the Multinational Group of Actuaries and Consultants (MGAC), whose member companies across the world meet clients' needs for assistance in international benefits planning.

Segal Consulting, Sibson Consulting, Segal Marco Advisors and Segal Select are all members of The Segal Group. While company names and logos have evolved over the firm's history, members of The Segal Group remain independent, employee-owned firms that provide unbiased consulting.

The Segal Group is a private corporation owned by its active officers, with no shareholder owning more than 5% of the common stock. Our firm's chief officers are:

- > Joseph Lo Cicero – Chairman
- > John DeMairo – Vice Chairman
- > David Blumenstein – President and Chief Executive Officer
- > Ricardo DiBartolo – Senior Vice President, Chief Financial Officer and Treasurer
- > Kimberly Banks MacKay, Esq. – Secretary and General Counsel

Company Organization Chart



Summary of Segal Services

Segal is a completely independent organization with no ties to any other companies. Our only interest is in providing unbiased solutions to clients' total rewards needs. Visit us at www.segalco.com.

Our comprehensive array of results-driven consulting and actuarial services includes strategic planning and program designs that align human resources strategies with staffing needs. Segal serves three distinct markets—Public Sector, Corporate and Multiemployer—with services, staff and expertise available to consult on the full range of health, retirement, and compensation issues in each of these markets.

- Human Resources Consulting
- Health and Welfare Plan Consulting
- Retirement Plan Consulting
- Compliance Consulting
- Claims Audit Consulting
- Communications Consulting
- Administrative and Technology Consulting
- Investment Consulting (through our SEC-registered affiliate, Segal Marco Advisors)

Segal Waters Consulting

Segal Waters Consulting has offered human resources consulting services dedicated to our public sector and collectively bargained clients since 1997. We help organizations adopt a more strategic, comprehensive and integrated approach to total rewards that includes both financial and nonfinancial rewards. Our services include:

- > Human Resources functional assessments
- > Total compensation market studies
- > Total compensation system design and implementation
- > Job classification analyses
- > Job evaluation system design and implementation
- > Performance management system design and implementation
- > Employee opinion surveys
- > Cost modeling

Our consulting approach is based on customized solutions to meet specific needs, not “off-the-shelf” systems. Our goal is to maximize the value of total rewards by encouraging employee participation in our engagements. This is crucial to a successful outcome.

Human Resources Functional Assessments

We conduct assessments of all activities that support human resources. This includes evaluating the staffing, effectiveness of payroll, compensation, benefits, classification, recruitment and selection, training, employee relations, civil service rules, regulations and procedures. Our approach identifies strengths and weaknesses that impact effective human resources management.

Total Compensation Market Studies

We conduct total compensation market analyses targeted to specific comparable employers. This process identifies benchmark positions that are representative of an employer’s workforce. The surveys capture information on pay ranges, maximum hiring pay rates, pay progression policies, performance-based reward systems, paid time off, health and welfare related benefits, and retirement benefits. As a routine part of any project, Segal Waters provides clients with all detailed source data received through our surveys.

Total Compensation System Design and Implementation

We design total reward systems by working with clients to develop compensation philosophies that support organizational strategic goals and compensation best practices. We frequently work with clients to transform longevity-based pay programs to performance-based systems. Additionally, we often work with our clients in a joint labor-management environment to facilitate and communicate reward system changes.

Job Classification Analyses

Classification studies include development and analysis of position questionnaires and employee interviews as the basis for evaluating and streamlining the classification structure. Additionally, we can assist in developing customized job descriptions that are consistent with legislation such as FLSA and ADA.

Job Evaluation System Design and Implementation

Our **Segal Evaluator™** point-factor method of job evaluation is easily understood and provides an internal hierarchy based on established factors common to jobs throughout the organization. This approach determines the eight specific compensable factors customized to support the operating environment and organizational structure of each client.

Performance Management

Based on an organization's compensation strategy, we will develop a performance management approach that includes tools to measure individual and group performance as well as tie the performance management system to a pay delivery approach.

Employee Opinion Surveys

As part of evaluating total compensation programs, we frequently design and implement opinion surveys to measure employees' preferences and priorities regarding all aspects of their rewards of work (direct compensation, paid leave, benefits programs, work environment, career opportunities, affiliation with the organization, and other aspects). Our analysis can include comparisons of demographic groups, highlighting differences by occupational categories, career stage, or other groupings. In addition, we often conduct employee engagement surveys to understand employees' level of motivation and morale, turnover potential, and other measurable aspects of commitment and engagement with the organization.

Cost Modeling

Most reward system redesigns result in a fiscal impact to the employer. Our modeling approach not only identifies the immediate impact of implementation, but also provides a multi-year perspective to identify steady employer costs.

Segal Waters' Project Team

We bring to this project an excellent combination of skills and experience in public sector compensation analysis and design. The Segal Waters project team consists of experienced consultants who are dedicated to meeting the needs of the City in a manner that is cost efficient, timely, and of high quality.

Paula M. Singer will serve as the Senior Consultant for this project. We invite you to review her resume on the following page. A Senior Associate will assist Paula on this project.

Expertise

Dr. Singer joined the firm in 2018 bringing more than 30 years' expertise in compensation and classification, organization development, executive coaching, staffing, strategic planning, change management, executive recruitment, leadership and board development, Paula brings a balance of broad perspective and specific focus to each project.

Clients

- City of Fruitland (MD)
- City of Hagerstown (MD)
- City of Lexington (VA)
- City of Rehoboth Beach (DE)
- City of Salisbury (MD)
- City of Seaford (DE)
- City of Westminster (MD)
- Town of Bel Air (MD)
- Town of Bladensburg (MD)
- Town of Millsboro (DE)
- Town of Perryville (MD)
- Town of Windsor (MD)
- Kent County (MD)
- Wicomico County (MD)

Professional Background

Prior to joining Segal, Dr. Singer was the CEO of The Singer Group, a management consulting firm she founded in 1983. Paula has effectively directed a wide range of studies for clients in the public, private and non-profit sectors. She works with clients in a highly interactive, collaborative way to deliver customized products tailored to each client's needs.

Paula held a variety of positions in private sector and nonprofit organizations. She was the Manager of Human Resources for a subsidiary of the Bendix Corporation, worked in the corporate HR department of Commercial Credit Company, and served as Executive Director of the Maryland Nurses Association as well as a public sector labor union representing Baltimore City employees.

Education/Professional Designations

Paula received her doctorate in Human and Organizational Systems and MS in Organization Development from the Fielding Graduate University in Santa Barbara, CA. She also earned a Master of Administrative Sciences from The Johns Hopkins University. Her Bachelor of Science degree is in Industrial and Labor Relations from Cornell University. Paula is an Associate Faculty Member of Johns Hopkins University Bloomberg School of Public Health and has served as a National Faculty Member of Nova Southeastern University and the Hopkins School of Continuing Studies.

Paula is active in a number of professional organizations, civic groups and activities. In recognition of her significant accomplishments, Paula has been honored as one of Maryland's Top 100 Women in 1997, 1999 and 2001 and was a member of Leadership Maryland, class of 1999. Paula is on the faculty of the Johns Hopkins University Bloomberg School of Public Health and is a member of the Boards of the Fund for Educational Excellence and Children's

Guild. She was recently honored as a Maryland Icon for her leadership in business and the community.

Published Works/Speeches

Dr. Singer wrote Developing a Compensation Plan for Your Library (2002, 2009), which details compensation and classification processes. The second edition of this publication was co-written with Laura Francisco of the Singer Group. Paula also co-wrote Winning with Library Leadership: Enhancing Services with Connection, Contribution, and Collaboration (2005) and Human Resources for Results: Putting the Right Person in the Right Job (2007). Succession Planning: Developing Leaders, Managing Change was published in March 2010.

The following reports, available online, provide specific examples of how our organization's expertise and recommendations have benefited a public agency:

State of Alaska

<http://doa.alaska.gov/dop/fileadmin/directorsoffice/pdf/segalfinalreport.pdf>

State of Colorado

https://www.colorado.gov/pacific/sites/default/files/DPA%20Annual%20Compensation%20Survey%20Report%20FY2014-15_0.pdf

State of Rhode Island

<http://www.local2881.org/docs/Segal%20Report%20to%20State%20of%20RI%2001-26-13.pdf>

City of Cape Coral, FL

http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=8&ved=0ahUKEwjAn6qIxMXTAhUG0YMKHY9IC50QFghMMAc&url=http%3A%2F%2Fcapecoral.novusagenda.com%2FAgendaPublic%2FAttachmentViewer.ashx%3FAttachmentID%3D1107%26ItemID%3D1358&usg=AFQjCNFIzykdwd3tKF5LEx5ME7_AN-E2sA

City of Phoenix, AZ

<https://www.phoenix.gov/itsite/Documents/070008.pdf>

City of San Diego Police Department, CA

http://www.sandiego.gov/mayor/pdf/sdpd_repositions11614.pdf

City of Sioux Falls, SD

<http://www.siouxfalls.org/human-resources>

Pinal County Sheriff's Office, AZ

http://sthcw.files.wordpress.com/2013/04/pinal_county_sheriffs_office_memo_as_of_4-22-131.pdf

Segal Waters Consulting Client List

Federal Government

Administrative Office of the U.S. Courts
U.S. Office of Personnel Management

States, Agencies, Retirement Systems

State of Alabama
State of Alaska
State of Arizona
State of Colorado
 Division of Human Resources
District of Columbia
State of Delaware
State of Georgia:
 Department of Audits & Accts
 Merit System
State of Illinois:
 Board of Education
 Teachers' Retirement System
 Universities Retirement System
State of Iowa
State of Maryland:
 Department of Budget & Management
 Department of Mental Health
Commonwealth of Massachusetts:
 Bay Transportation Authority
 Department of Transportation
 School Building Authority
 State Lottery
 Treasurer & Receiver
 Teachers' Retirement System
State of North Carolina Education Lottery
Ohio Public Employees Retirement System
State of Oregon:
 Legislative Assembly
 Lottery
State of Rhode Island
State of Texas Employees Retirement
 System
State of Washington

Court Systems

Commonwealth of Massachusetts Trial Court
State of California Superior Court, County of
 Los Angeles
State of Colorado Judicial Branch
State of Maine Judiciary
State of Maryland Judiciary
State of Minnesota Judiciary
State of New Jersey Judiciary
State of Ohio Supreme Court
State of Vermont Judiciary

Counties

Albemarle County (VA)
Anderson County (SC)
Anne Arundel County (MD)

Arlington County (VA)
Barry County (MI)
Bay County (MI)
Boulder County (CO)
Campbell County (WY)
City/County of Denver (CO)
Coconino County (AZ)
Deschutes County (OR)
Fairfax County (VA)
Forsyth County (GA)
Harris County Appraisal District (TX)
Isabella County (MI)
Jackson County (TX)
Johnson County (TX)
Kenosha County (WI)
Lake County (IL)
Laramie County (WY)
Laramie County Library System (WY)
Las Vegas – Clark County Library (NV)
Lexington County (SC)
Lincoln County (SD)
Los Alamos County (NM)
Macomb County (MI)
Minnehaha County (SD)
Mohave County (AZ)
Oakland County (MI)
Pierce County (WA)
Pinal County (AZ)
Prince George's County (MD)
Prince William County (VA)
Santa Barbara County (CA)
Seminole County (FL)
Shelby County (TN)
Smith County (TX)
Spotsylvania County (VA)
Stafford County (VA)
Sussex County (DE)
Washington County (WI)
Waukesha County (WI)
Webb County (TX)

Municipalities

City of Albuquerque (NM)
City of Asheville (NC)
City of Aurora (CO)
City of Austin (TX)
City of Avondale (AZ)
City of Baltimore (MD)
City of Boston (MA)
City of Bowie (MD)
City of Bristol (CT)
City of Bryan (TX)
City of Cape Coral (FL)
City of Carlsbad (CA)

City of Carrollton (TX)
City of Cedar Rapids (IA)
City of Chandler (AZ)
City of College Station (TX)
City of Fort Lauderdale (FL)
City of Fort Worth (TX)
City of Gaithersburg (MD)
City of Garland (TX)
City of Glendale (AZ)
City of Goleta (CA)
City of Goodyear (AZ)
City of Grand Rapids (MI)
City of Greenville (NC)
City of Greenville (SC)
City of Henderson (NV)
City of Hollywood (FL)
City of Houston (TX)
City of Kansas City (MO)
City of Knoxville (TN)
City of Lansing (MI)
City of Las Vegas (NV)
City of League City (TX)
City of Livermore (CA)
City of Manassas (VA)
City of Maricopa (AZ)
City of Middletown (CT)
City of New Bedford (MA)
City of North Kansas City (MO)
City of Olathe (KS)
City of Palo Alto (CA)
City of Phoenix (AZ)
City of Pittsburgh (PA)
City of Prescott (AZ)
City of Raleigh (NC)
City of Rehoboth Beach (DE)
City of Salem (VA)
City of San Antonio (TX)
City of San Diego (CA)
City of San Marcos (CA)
City of San Marcos (TX)
City of Santa Cruz (CA)
City of Santa Monica (CA)
City of Seattle (WA)
City of Sedona (AZ)
City of Sierra Vista (AZ)
City of Sioux Falls (SD)
City of Solon (OH)
City of Surprise (AZ)
City of Wilmington (DE)
City of Wylie (TX)
Town of Acton (MA)
Town of Buckeye (AZ)
Town of Millsboro (DE)
Town of Ocean City (MD)

Transportation Systems

Alaska Railroad Corporation
AC Transit (CA)
Bay Area Rapid Transit (CA)
Ben Franklin Transit (WA)
Bishop International Airport Authority (MI)
City of Austin – Transportation Dept. (TX)
Central Ohio Transit Authority
C-TRAN (WA)
Columbus Regional Airport Authority (OH)
Denton County Transportation Authority (TX)
Denver Regional Transit District (CO)
Des Moines Area Regional Transit (IA)
Fort Wayne-Allen County Airport Authority (IN)
Golden Gate Bridge and Highway Transportation District (CA)
Harris County Transportation Authority (TX)
Hillsborough Area Regional Transit (FL)
Indianapolis Public Transportation (IN)
Jacksonville Aviation Authority (FL)
Jacksonville Transportation Authority (FL)
Kenton County Airport Board (KY)
Lehigh Northampton Airport Authority (PA)
Lincoln Airport Authority (NE)
Maryland Transit Administration
Metro St. Louis (MO)
Metropolitan Atlanta Rapid Transit Authority (GA)
Metropolitan Nashville Airport Auth. (TN)
Milwaukee Transport Services (WI)
National Railway Labor Commission
New Jersey Turnpike Authority
Northern Arizona Intergovernmental Transp. Authority
Orange County Transportation Authority (CA)
Pace, Suburban Bus Division of the RTA
Pierce Transit (WA)
Port Authority of Allegheny County (PA)
Port of Houston Authority (TX)
Raleigh-Durham Airport Authority (NC)
San Mateo County Transit (CA)
Southern California Regional Rail Authority
Transit Management of Southeast Louisiana, Inc.
Transit Management of Washoe County Valley Metro/RPTA (AZ)
Victor Valley Transit Authority (CA)
Virginia Railway Express (VA)
Washington DC Metropolitan Area Transit Authority

Utilities and Water Authorities

Birmingham Water Works Board (AL)
Castaic Lake Water Authority (CA)
Central Arizona Project (AZ)
City of Austin – Austin Energy (TX)
Coachella Valley Water District (CA)
Colorado Springs Utilities
Columbus Water Works (GA)
Denver Water (CO)
Des Moines Water Works (IA)
D.C. Water & Sewer Authority
Easton Utilities Commission (MD)
Fairfax Water (VA)
Great Lakes Water Authority (MI)
Greenville Electric Utility System (TX)
Greenville Utilities Commission (NC)
Guadalupe-Blanco River Authority (TX)
Kerville Public Utilities Board (TX)
Loudoun Water (VA)
Metropolitan District Commission (CT)
Navajo Tribal Utility Authority (AZ)
New Braunfels Utilities (TX)
Orange County Public Utilities (FL)
Platte River Power Authority (CO)
Prince William County Service Authority (VA)
Raleigh Public Utilities District (NC)
Texas Municipal Power Authority
Toho Water Authority (FL)
Trophy Club Municipal Utility District (TX)
Upper Occoquan Service Authority (VA)
Water Replenishment District of Southern California
West County Wastewater District (CA)

Other Clients

Bexar County Juvenile Probation Department (TX)
Brown University Library (RI)
CareerSource of Palm Beach County (FL)
Center for Health Care Services of Bexar County (TX)
Cuyahoga Library District (OH)
King County Housing Authority (WA)
Minnehaha County Deputies Association (SD)
Northern California UFCW
Northern Virginia Regional Park Authority
Orleans Parish Sheriff's Office (LA)
San Antonio Housing Authority (TX)
Spokane Regional Health District (WA)
Timberland Regional Library (WA)

Public School Districts

ABC Unified School District (CA)
Adams 12 Five Star School District (CO)
Arlington Public Schools (VA)
Boulder Valley School District (CO)
Denver Public Schools (CO)
East Baton Rouge Parish School System (LA)
Fairfax County Public Schools (VA)
Frederick County Public Schools (MD)
Lafayette Parish School System (LA)
Loudoun County Public Schools (VA)
Norfolk Public Schools (VA)
Perkins School for the Blind (MA)
Prince George's Co Public Schools (MD)
Prince William Co Public Schools (VA)
Spokane Public Schools (WA)
Springfield Public Schools (MA)
Stafford County Public Schools (VA)
Virginia Beach City Public Schools (VA)

Public Sector Higher Education

Bunker Hill Community College (MA)
Butler Community College (KS)
Central Piedmont Community College (NC)
Central New Mexico Community College
College of the Mainland (TX)
Collin County Community College (TX)
Colorado Community College System
Community College of Philadelphia (PA)
Community College System of New Hampshire
Delaware County Community College (PA)
George Mason University (VA)
Grand Rapids Community College (MI)
James Madison University (VA)
Maricopa County Community College (AZ)
Milwaukee Area Technical College (WI)
Morehead State University (KY)
Montgomery College (MD)
Mott Community College (MI)
Northern Virginia Community College
Northern Wyoming Community College
Palomar College (CA)
Parkland College (IL)
Portland Community College (OR)
Radford University (VA)
Texas A&M University Libraries
Thomas Edison State College (NJ)
University of Connecticut
University of the District of Columbia
Virginia Community College System
Yavapai Community College (AZ)

Cost Proposal

Segal Waters is fully aware of the sensitivity of budget allocations for public sector employers. We believe that you will find our approach focused toward achieving the City's objectives in the most cost-effective manner consistent with quality, accuracy, and timeliness.

Project Step	Fixed Fee
Step 1: Project Initiation and Meetings Assumes we conduct a teleconference kick-off meeting, meet on-site (1.5 days) with the City's Project Team and conduct one on one meetings, as well as time associated with learning about the City's current compensation structures, policies, and practices.	\$4,000
Step 2: Salary Market Assessment Assumes the following: <ul style="list-style-type: none"> • Develop a customized salary market survey document with up to 30 benchmark job titles, to be distributed to no more than 10-12 public sector peer employers, as well as the use of up to three (3) published data sources to represent the private sector market • One draft and one final report of the market study findings 	\$25,000
Step 3: Recommendations Development Assumes the following: <ul style="list-style-type: none"> • Update pay schedule(s) to cover all jobs covered by the study • Recommend grade assignments for all job titles covered by the study • Conduct a pay compression analysis • Draft language for recommended compensation policies, including transitioning some full-time employees to part-time seasonal employees • Estimate the cost of implementing the recommended pay schedule, including recommendations regarding placement of each employee within the pay ranges, as well as one revised estimate based on Project Team's review and revisions 	\$7,500
Step 4: Present Final Results to the City Assumes we develop and deliver one on-site presentation to senior management and elected officials	\$3,000
TOTAL FIXED FEE	\$39,500

The proposed fee includes charges for all professional, analytic, and administrative services, as well as all expenses associated with materials, supplies, overhead, and travel for all tasks outlined in this proposal except as otherwise noted.

Our total fixed fee will be billed at the end of each month in four (4) equal invoices of \$9,875.

To the extent our proposed scope and fees differ from your needs or the level of effort described in other proposals you may receive, Segal Waters is prepared to discuss alternatives to the fees stipulated in our proposal.

Our proposed fee assumes only the services and on-site meetings described in the proposal. Should the City request additional services or additional on-site meetings, we would charge the hourly rates shown below, as well as for the time and expenses associated with travel.

Staff Member	Title/Role	2019 Hourly Rate
Paula M. Singer	Vice President, Senior Consultant	\$395
TBD	Consultant/Senior Consultant	\$275 to \$400
TBD	Senior Associate	\$210 to \$250

For your convenience, invoices can be paid by check or wire transfer. Please see the following information included below.

By Check	By Wire Transfer
P. O. Box 4059 Church Street Station New York, NY 10261-4059	JP MORGAN/CHASE BANK Acct Name: THE SEGAL COMPANY (EASTERNSTATES) INC. Acct Type: CHECKING Acct #: 1440-74092 ABA #: 021000021
Please return a copy of this Remittance Advice with your check to assist us in crediting your account.	Please reference client name and invoice.