

**AGENDA**  
**REGULAR MEETING OF THE MAYOR AND COUNCIL**  
**March 10, 2020**  
**CITY HALL**  
**414 High Street**

**6:30 P.M.** - Mayor David Genshaw calls the Regular Meeting to order.

Mayor Genshaw solicits a motion to hold an Executive Session for the purpose of discussing personnel.

**EXECUTIVE SESSION:**

1. Personnel

Mayor Genshaw solicits a motion to adjourn the Executive Session.

Mayor Genshaw reopens the regular Council meeting.

**7:00 P.M.** - 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 February 25, 2020.

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

**CORRESPONDENCE:**

**NEW BUSINESS:**

1. Mr. Charles Kistler, Executive Director of the HELP Initiative, Inc. to discuss the Seaford Home Energy Checkup & Counseling (HEC2) Campaign proposed to start in March and request the City's assistance with workshop awareness and use of portions of the City Hall lobby to promote the campaign to area residents.
2. Paula Singer, Vice President with Segal to present the report of findings and recommendations related to the compensation study for the City of Seaford.
3. Chief of Police Marshall Craft Jr., to present for approval a proposed deletion of section 3/790 - Departmental Awards Program (Sections 3/790.05 - 3/791.65) from the General Orders Manual (GOM) in its entirety.
4. Bids - Route 13 North Water Extension.

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5. Present for approval a proposal from George, Miles and Buhr for construction phase engineering services for the Route 13 North Water Extension project.
6. Bids - High Street Maintenance.
7. Bids - Maintenance.
8. Bids - Irrigation Replacement for Kiwanis Park.

**OLD BUSINESS:**

- 1.

**REMINDER OF MEETINGS & SETTING NEW MEETINGS:**

1. Gordmans Grand Opening, Seaford Village Shopping Center, 9:00 a.m., Tuesday March 17<sup>th</sup>, 2020.
2. Voter registration extended hours at City Hall, Friday March 13<sup>th</sup> from 4:00 p.m. to 7:00 p.m.

**CITY OF SEAFORD**

**Municipal Election – April 18, 2020**

The City of Seaford Municipal Election will be held on Saturday, April 18, 2020 in the City Council Chambers, City Hall, 414 High Street, between the hours of 7:00 a.m. E.S.T. and 3:00 p.m. E.S.T.

One (1) Mayor will be elected for a (2) year term  
Two (2) Council Members will be elected for a (3) year term.

**All candidates must have filed by 5:00 p.m., E.S.T., February 28, 2020.**  
**Registration can be completed at City Hall, 414 High Street, Seaford, DE. Registration hours are Monday through Friday, 8 a.m. until 5:00 p.m. or by appointment if you cannot register during these normal business hours.** Any candidate who withdraws his/her name must do so in writing. Any candidate who withdraws his/her name after 5:00 p.m., E.S.T., February 28, 2020 will still appear on the official ballot for election.

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Anyone eighteen (18) years of age or older who is a bona fide resident and US Citizen to be eligible to vote **must have been registered at the Seaford City Hall by 5:00 p.m., E.S.T., March 27, 2020.** A nonresident property owner to be eligible to vote must be owner of record for a period of six (6) months immediately preceding the date of the Annual Municipal Election (October 18, 2019) and shall have one vote **provided he or she is registered on the “Books of Registered Voters” maintained at the City Hall.** **Registration hours are Monday through Friday, 8 a.m. until 5 p.m. or by appointment if you cannot register during these normal business hours.**

**The City of Seaford has independent registration procedures for the Annual Municipal Election. To vote, you must meet the eligibility requirements and be registered on the “Books of Registered Voters” maintained at City Hall.**

A person shall be required to register only one time. You are urged to check your registration if you did not vote in the last municipal election. If you have moved out of the City after your original registration, you will need to check your registry to assure you are an eligible voter.

All voters will need to show proof of residency which may be a State of Delaware driver’s license, a State of Delaware identification card, a federal or state tax return with address, a City of Seaford utility bill or real estate property tax bill, or other acceptable proof of residency or ownership.

**CANDIDATES FILED AS OF February 28, 2020:**

Mayor David Genshaw has filed for re-election as Mayor  
Councilman James King has filed for Mayor

Councilman Dan Henderson has filed for re-election to Council  
Alan Cranston has filed for City Council  
Jose Santos has filed for City Council

**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 Matt 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))

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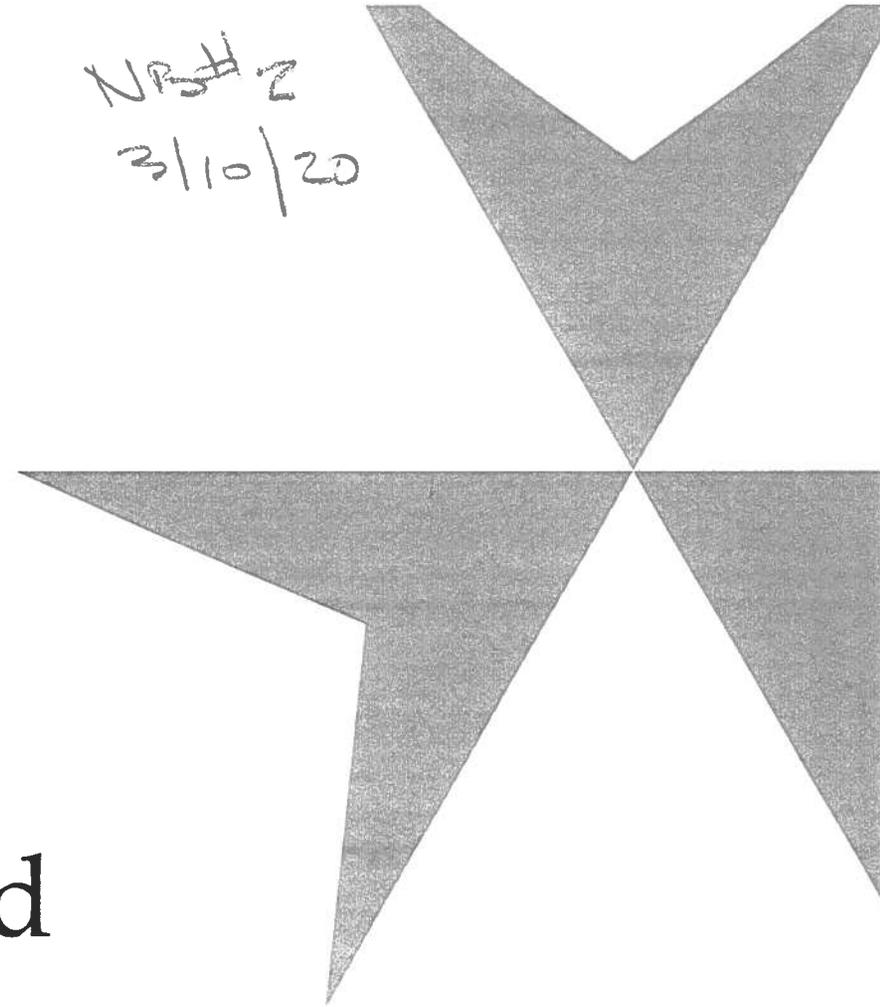
REGULAR MEETING OF THE MAYOR AND COUNCIL

March 10, 2020

Date Posted: 3/2/2020

Posted by: TLN

NR# 2  
3/10/20



City of Seaford

# Report of Findings and Recommendations

**March 10, 2020**

Paula M Singer, PhD  
*Vice President, Senior Consultant*

Katie Manning  
*Senior Consultant*

Katie Kiesel  
*Associate*

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**Segal**

# | Agenda

## **Introduction**

Market Assessment Overview

Salary Structure Recommendations

Pay Compression

Salary Structure Implementation

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# Introduction

## Background

- In 2019, the City of Seaford (“Seaford”) engaged Segal to perform a salary market study of 40 positions
- In this engagement, Seaford looked for the assistance of Segal to:
  - Conduct interviews over the phone and in person with Seaford’s Mayor, Councilmembers, Human Resources and Department Heads
  - Review the current pay positioning of employees
  - Update current salary structure
  - Recommend changes to compensation
  - Conduct pay compression analysis and recommend solutions
  - Assess the possibility of transitioning select full-time positions to seasonal status
- Throughout the engagement, Segal worked with the Seaford project team comprised of Charles Anderson, City Manager, June Merritt, Director, Human Resources and Finance, and Annette Cole, HR Coordinator

## Findings

- The following report provides Segal’s findings from the competitive pay assessment, the proposed salary structure adjustments and cost implications, and recommendations on future salary structure management

# Introduction

## Engagement Summary



### Project Initiation and Meetings

Weeks 1 – 4  
October 23 – November 23

- Conduct kickoff meeting
- Discuss project roles and responsibilities
- Develop project timeline
- Conduct stakeholder discussions
- Review data and materials

Complete



### Market Assessment

Weeks 2 – 10  
October 28 – January 10

- Develop market study methodology
- Identify benchmark job titles
- Identify comparable employers and other data sources
- Issue and administer survey
- Review submitted questionnaires and follow up with participants
- Analyze the market data

Complete



### Salary Structure, Costing and Recommendations Development

Weeks 10 – 16  
January 6 – March 11

- Develop recommendations to update current salary schedule
- Recommend placement of each job on the salary schedule
- Conduct pay compression analysis
- Determine cost implications
- Prepare and share report of findings

In Progress

# Introduction

## *Summary of Interview Themes*

- **Strategic Plans:** In coming years, the City of Seaford is focused on **economic development, maximizing efficiency, and optimizing budget**
- **Attraction and Retention:** Employees have a strong sense of **affiliation** with the City and their colleagues, citing the quality of life, family-focused community and enjoyment of day to day responsibilities among the top reasons why they came to and choose to stay at Seaford. **Recruitment is complicated** by difficulties attracting entry-level and supervisor-level talent and by the ability of other cities, private employers and the state to pay a higher salary
- **Market for Talent:** Typically, the market for talent includes the **counties and towns within a 25 mile radius** of Seaford. Employees tend to come from within Sussex County. A list of the selected peers can be found in the ***Market Assessment Overview*** section of the report.
- **Turnover:** While turnover is relatively low in the city, it has become an **increasing issue in a handful of areas**, but especially in the Electric Department and Police Department
- **Compensation Competitiveness:** While concerns exist regarding competitiveness of salary levels, an **overall appreciation exists for the benefits** that the City of Seaford provides to employees, including a competitive medical plan and generous pension plan
- **Salary Increases:** Strong desire by the council for **regular salary increases**, preferably through the administration of a merit-based pay program to reward high performers. Despite having a merit-based system in place, additional training needs to occur to ensure effective application of performance measurements
- **Communication:** Interviewees would like **more communication** regarding the City's pay strategy to the employees, emphasizing the additional aspects of pay outside of base compensation

**Interview findings reported in this document represent key themes identified through the discussions and represent interviewee perceptions and opinions**

# Introduction

## *Compensation Philosophy – Draft for City of Seaford*

### Compensation Statement

Our compensation philosophy is designed to be a clear **understanding of our intentions** and desired level of competitiveness. The compensation philosophy links our compensation plan to the accomplishment of the City of Seaford's mission, goals, and values.

### Compensation Program

The City of Seaford aspires to **create a compensation system** that is:

- Fair, competitive and fosters a high quality of work
- Fiscally responsible
- Complies with applicable laws, regulations and contracts
- Supportive of the recruitment, training, motivation, and retention of a diverse group of talented employees who are dedicated to providing exemplary service to the residents of the City of Seaford

The City also considers the value of other **indirect components of compensation**, including a comprehensive benefits package, the importance of work/life balance (providing opportunity for both work and personal pursuits), professional development and a pleasant and positive work environment, among other workplace attributes and opportunities.

The City of Seaford maintains a workplace that **respects and appreciates** the efforts of all employees.

### Comparison Markets

The City of Seaford **strives to be competitive** with:

- Local governments and other public government employers, including the school district
- Other local employers to whom we might lose talent or from whom we recruit employees
- Broader geographic markets may be considered for senior level staff and managers

### Pay Positioning

The city will **adjust pay ranges** to remain competitive within our identified markets as determined by salary surveys and benchmarks (external competitiveness) and in consideration of budgetary considerations.

Seaford will review jobs that may warrant reclassification due to changes in duties and responsibilities and **ensure positions align appropriately** with each other within the classification structure (internal equity).

# Introduction

## *Compensation Philosophy – Draft for City of Seaford continued*

### Beyond Market Factors

The City of Seaford is **deeply invested in the development** of employees and provides training, development and career opportunities to enhance employee and organizational development, recruitment and retention efforts.

We maintain an **effective, fair and consistent** performance management and evaluation process, which influences individual compensation.

### Program Communications

The City of Seaford will **strive to communicate compensation and classification policies** and actions clearly and transparently, and educate all employees about how decisions are made.

The City Manager will also ensure that **employees are informed about changes** to the compensation philosophy and any associated compensation policies.

The **City Manager** assumes responsibility for the on-going administration of the compensation and classification plans and compensation philosophy.

The **Mayor and City Council** are responsible for approving the overall compensation program and budget for implementation.

### Pay Administration

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**Market Assessment Overview**

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# Market Assessment Overview

## *Competitive Assessment Methodology*

- For **29** city specific and general industry jobs, Segal conducted a **custom survey** to gather information on pay components and pay policies from **14 peers**
  - The survey and all components were reviewed and approved by the Seaford Project Team
  - Segal completed an **extensive quality review** of all survey data, including contacting respondents for data clarification and applying appropriate adjustments if there were significant differences between the Seaford job and the survey job
  - During our quality review process, Segal excluded a limited number survey matches if it was not an appropriate match based on several factors
- For **14** general industry jobs, Segal utilized **published surveys** to gather information on pay components
  - Following market best practices, The City of Seaford's jobs were matched based on the **content of the job**
  - Segal completed an **extensive quality review** of all survey data, including applying limited adjustments if there were significant differences between the Seaford job and the survey job
  - The survey matches were **reviewed, approved, and validated** by the Seaford Project team
- All benchmark data were aged to a common date of January 1, 2020 using an adjustment factor of 3.1%<sup>1</sup>

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<sup>1</sup> Source: Segal's Annual Compensation Planning Survey analyzing salary increase budgets by industry and job classification

# Market Assessment Overview

## Custom Survey Peer Comparators

- The Seaford project team identified the following peer comparators based on geography and characteristics of the organizations

Peer Comparator	Survey Participation
Artesian Water	✓
City of Berlin, MD	✓
City of Cambridge, MD <sup>1</sup>	✓
City of Laurel	✓
City of Milford <sup>2</sup>	✓
City of Rehoboth Beach <sup>2</sup>	✓
Delaware Electric Cooperative	✓
Delaware Technical and Community Colleges	
Delmarva Power	
Denton, MD	✓
Georgetown, DE	✓
Kent County, DE	✓
Lewes Board of Public Works	✓
Ocean City, MD <sup>2</sup>	✓
Seaford School District	
Sussex County	✓
Town of Millsboro <sup>2</sup>	✓
Town of Smyrna	
Wicomico County <sup>2</sup>	✓
	<b>14</b>

**The City of Seaford had 74% survey participation**

<sup>1</sup> Segal completed the survey based on the peer's current salary structure

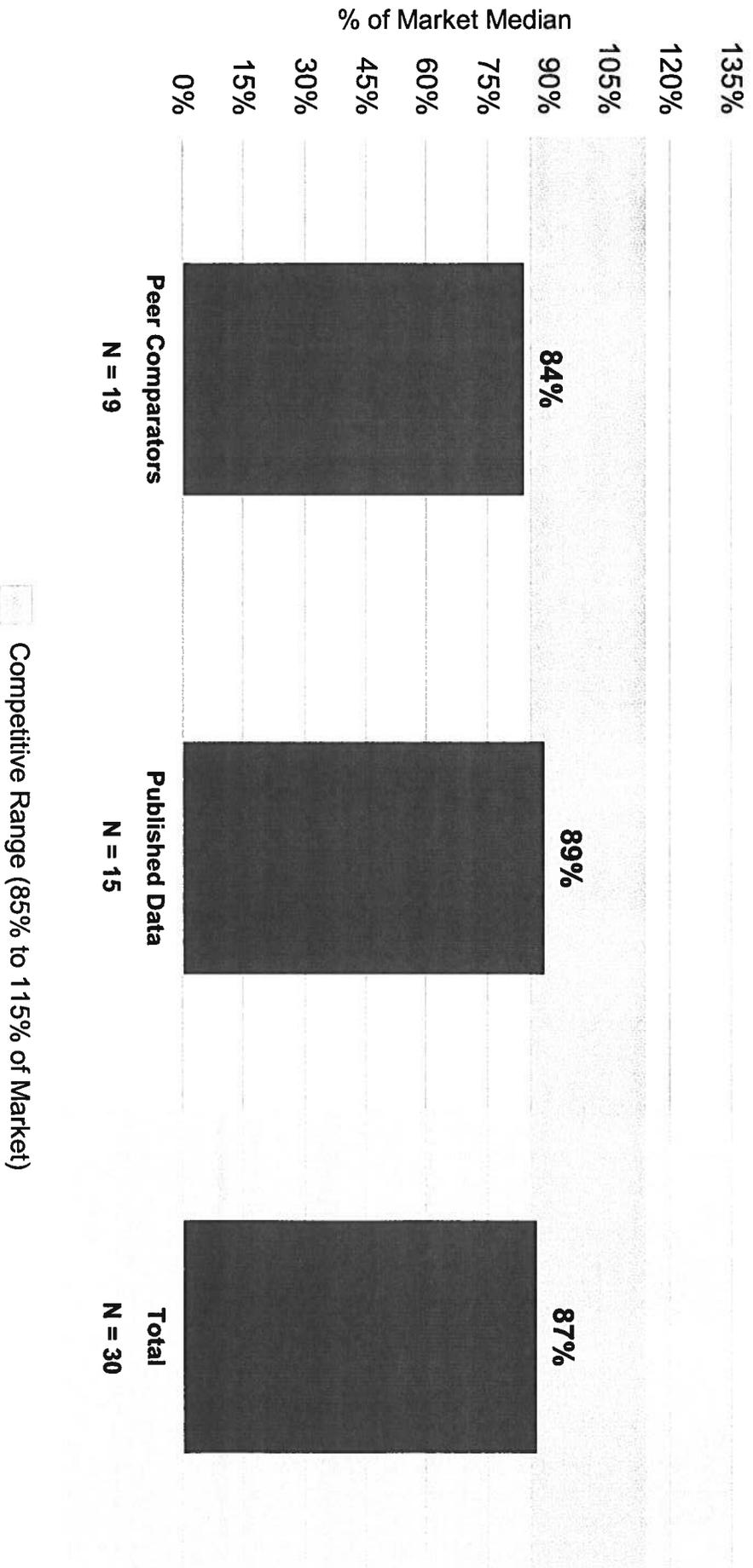
<sup>2</sup> Segal completed the survey based on previous surveys completed by the peer

# Market Assessment Overview

## Competitive Assessment Findings for General Employees

- Overall, Seaford is at 87% of the market 50<sup>th</sup> percentile<sup>1</sup> and within the competitive range (defined as 85% to 115% of the market 50<sup>th</sup> percentile/median)
- Variation exists by position and by individual

### Overall Current Base Salary as Compared to the 50<sup>th</sup> Percentile



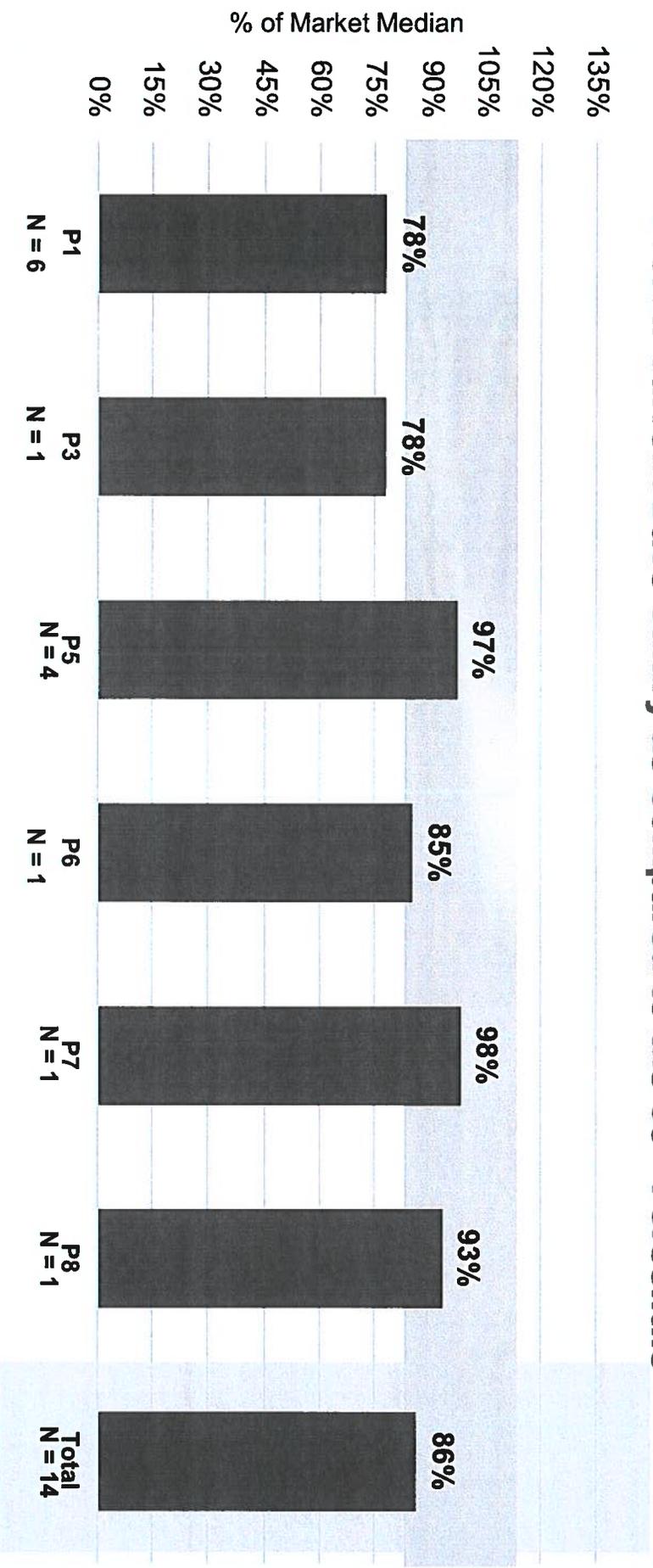
<sup>1</sup> Overall competitiveness is determined by summing Seaford base salaries and dividing by the sum of the market data

# Market Assessment Overview

## Competitive Assessment Findings for Police Department<sup>2</sup>

- Overall, Seaford is at 86% of the market 50<sup>th</sup> percentile<sup>1</sup> and just within the competitive range (defined as 85% to 115% of the market 50<sup>th</sup> percentile)
- Variation exists by position and by individual

### Overall Current Base Salary as Compared to the 50<sup>th</sup> Percentile



<sup>1</sup> Overall competitiveness is determined by summing Seaford base salaries and dividing by the sum of the market data  
<sup>2</sup> Grades P2, P4 and P4.1 were non benchmark, so have been excluded from this analysis

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# Salary Structure Recommendations

## *Effective Salary Structures*

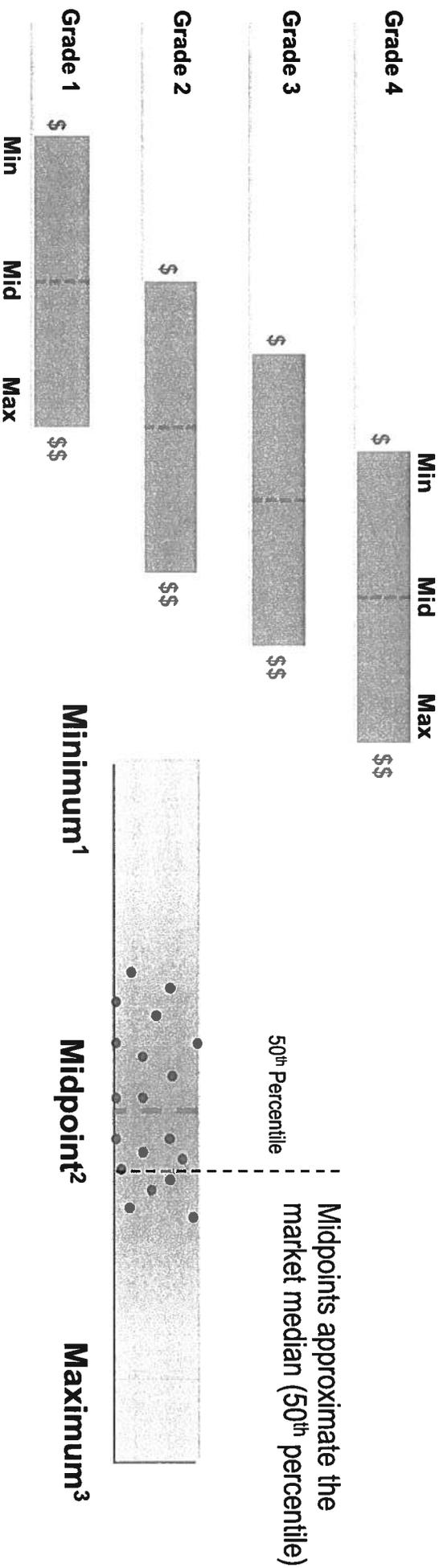
- Maintain competitiveness with the external market
- Allow for flexibility to adjust pay based on the external market for the job, as well as an individual's skills, and experience
- Help manage pay within the organization by providing compensation guidelines and ranges for pay
- Ensure internal equity among compensation for jobs and individuals in the organization
- Simplify, streamline, and reduce the burden of salary maintenance and administration (e.g., job re-evaluation)
- Increase transparency of pay decisions in the organization
- Increase understanding of compensation management among directors/managers/supervisors
- Ensure compliance with state laws

# Salary Structure Recommendations

## *Review/Update Methodology*

Market data from the custom survey and published data were used as a reference point for validating the salary ranges of the current structure. Job placements were reviewed and modified as needed based on internal value to the City.

### ILLUSTRATIVE EXAMPLE



Because of typical market movement, the salary structure is intended to provide a stable data point for Seaford to use over 3 – 4 years.

- <sup>1</sup> The minimum is the lowest base salary for a given pay grade
- <sup>2</sup> The midpoint is the middle base salary for a given pay grade
- <sup>3</sup> The maximum is the highest base salary for a given pay grade

# Salary Structure Recommendations

## *Update Methodology*

1. **Current Structure Review:** Reviewed key aspects of the current salary structure including number of employees and jobs in each grade, midpoint progression<sup>1</sup>, and range spread<sup>2</sup>
2. **Median to Midpoint:** Compared the aggregate market median<sup>3</sup> of custom survey benchmarked positions to the midpoint<sup>4</sup> of the current pay grades. Positions are typically placed into grades based on the midpoint that is closest to the market median for that position
3. **Issues Identification:** Discussed issues that arose from initial structure assessment with the Seaford Project Team. These issues included suggested grade movement based on market data, employees paid outside the grade range, and published survey data considerations
4. **Structure Update:** Based on the market assessment, current salary structure assessment, and the discussion with the Seaford Project Team, Segal recommends taking the steps as noted on the following slides

Additional details on the suggested changes to the salary structure can be found on the following slides.

<sup>1</sup> The midpoint progression (also known as the midpoint differential) is the difference between midpoints of two adjacent grades expressed as a percent.

<sup>2</sup> The range spread is the distance between the minimum and maximum amount paid for a position.

<sup>3</sup> The aggregate market median is the average of custom survey midpoints provided by respondents.

<sup>4</sup> The midpoint is the middle base salary for a given pay grade.

# Salary Structure Recommendations

## Current Structure

- The City's current salary structure and the adjusted salary structure, composed of 21 grades, are presented below:

Grade	Current Structure			Proposed Structure <sup>1</sup>			Compa Ratio <sup>4</sup>
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	
Seasonal	\$8.25	\$8.88	\$9.50	\$11.25	\$12.09	\$12.93	80%
1	\$12.64	\$15.17	\$17.70	\$12.89	\$15.47	\$18.05	83%
2	\$13.71	\$16.44	\$19.18	\$13.99	\$16.77	\$19.56	127%
3	\$14.80	\$17.78	\$20.76	\$15.10	\$18.14	\$21.18	95%
4	\$16.42	\$19.67	\$22.93	\$16.75	\$20.06	\$23.39	84%
5	\$17.07	\$20.95	\$24.82	\$17.41	\$21.37	\$25.32	79%
6	\$17.75	\$22.20	\$26.64	\$18.11	\$22.64	\$27.17	103%
7	\$18.43	\$23.05	\$27.65	\$18.80	\$23.51	\$28.20	88%
8	\$19.86	\$24.87	\$29.89	\$20.26	\$25.37	\$30.49	88%
9	\$21.67	\$27.05	\$32.41	\$22.10	\$27.59	\$33.06	94%
10	\$22.32	\$27.90	\$33.49	\$22.77	\$28.46	\$34.16	N/A
11	\$22.94	\$28.71	\$34.50	\$23.50	\$29.40	\$35.30	90%
12	\$25.30	\$31.56	\$37.83	\$25.81	\$32.19	\$38.59	85%
13	\$27.12	\$34.53	\$41.94	\$27.66	\$35.22	\$42.78	89%
14	\$30.35	\$38.68	\$47.01	\$30.96	\$39.45	\$47.95	81%
15	\$32.92	\$42.04	\$51.16	\$33.58	\$42.88	\$52.18	N/A
16	\$35.45	\$45.28	\$55.11	\$36.20	\$46.20	\$56.20	N/A
17	\$38.24	\$48.70	\$59.15	\$39.00	\$49.67	\$60.33	N/A
18	\$42.00	\$53.59	\$65.19	\$42.84	\$54.66	\$66.49	78%
19	\$44.07	\$56.25	\$68.42	\$44.95	\$57.38	\$69.79	N/A
20	\$48.62	\$61.02	\$73.44	\$49.59	\$62.24	\$74.91	99%

<sup>1</sup> There was a 2% adjustment to the current salary structure to adjust for market movement

<sup>2</sup> Range Spread is the distance between the minimum and maximum amount paid for a position

<sup>3</sup> Midpoint Differential is the difference between midpoints of two adjacent grades expressed as a percent

<sup>4</sup> Compa-Ratio is defined as the current or actual salary divided by the current market rate (also referred to as competitiveness)

# Salary Structure Recommendations

## *Key Findings from Review of Current Structures*

- In general, Seaford's **current salary structure is aligned with the market**, however, Segal recommends a 2% adjustment to align with market movement. In addition, we recommend reviewing the salary structure on an annual basis to assess market movement. Refer to the salary structure implementation slides for further information.
- The minimum hourly rate on the current structure for the seasonal laborer is currently **below the Delaware minimum wage (\$9.25) and Maryland minimum wage (\$11.00)**. Segal recommends bringing the minimum up to \$11.25 to ensure Seaford is able to recruit top talent.
- The City of Seaford currently has **career ladders in place** for Electric Linemen, Park Maintenance, the Police Department, Public Works Technicians, Office Assistants and WWTF Operators. Segal recommends maintaining these ladders – we do not see the need for the creation of additional ladders.
- The director level at the City of Seaford **spans three grades** in the current salary structure. Segal recommends placing all directors within the same salary grade due to both market conditions and internal equity.
- Currently, there are 3 incumbents **being paid over the maximum** of their hourly rate for a total spend of \$6,878 annually. Segal recommends that an employee whose pay exceeds the maximum for the job's salary range may be "red-circled"<sup>1</sup>. In order to prevent the individual from moving further above the maximum of their range, Segal recommends providing the determined pay increases as a lump sum rather than as an adjustment to base pay. As a structure is aged, the range will gradually increase until the individual's salary falls back within the range. At this time, the person would receive regular salary increases once again.

<sup>1</sup> Red-circled is when an employee's pay rate is approved to be above the established salary maximum for that position. In this case, the employee is usually not eligible for further base pay increases until the range maximum surpasses the employee's pay rate.

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# Salary Structure Recommendations

## *Next Steps*

- Segal recommends that the City of Seaford take the following immediate next steps:
  1. **Adopt the proposed adjustments** to the current salary structure to better align with external market data, while still taking into consideration internal hierarchy
  2. **Bring incumbents to the minimum of their salary range** as soon as possible (this may be phased over more than one year)
  3. **Review incumbents below the competitive range of market** to determine the appropriate placement in their salary range and make necessary salary adjustments
- Segal has provided additional recommendations and educational materials around implementing and managing a salary structure which can be found in the **Salary Structure Implementation** portion of this report.

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**Pay Compression**

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# Pay Compression

## *General Observations*

Based on our conversations with various stakeholders at the City of Seaford, Segal has conducted a pay compression analysis<sup>1</sup>. Segal took the following steps in order to analyze pay compression at Seaford:

- Reviewed the entire employee population's hourly rate based on years of service and years in position, separating out supervisors and individual contributors
- Conducted a detailed analysis by department based on an incumbents hourly rate in regards to incumbents of positions in the same career ladders

Segal observed the following from the compression analysis:

- There are a few outliers<sup>2</sup> to review for **incumbents with fewer years of service that have higher levels of pay** as compared to other individuals in a similar grade or position; however, this is not a pervasive issue at the City of Seaford
- Overall, **supervisors and subordinates at the City of Seaford do not have pay compression issues**. One exception is the Parks and Recreation department where salaries are fairly tightly compressed, and in some cases, subordinates make more than their supervisor. For example, the current Park Maintenance IV employee on average makes over \$5.00 per hour more than the Parks Coordinator. The Superintendent of Parks and Recreation makes only \$0.26 per hour more than the Recreation Coordinator despite increased responsibilities
- 16 incumbents with more than 5 years of service to the City are **paid below the competitive range**; 10 of these incumbents have more than 10 years of service to the City

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<sup>1</sup> Pay compression occurs when there is little difference in the pay between employees regardless of differences in their respective knowledge, skills, experience or abilities.

<sup>2</sup> Outliers are defined as a data point that differs significantly from other observations

# Pay Compression

## *Recommendations*

Segal recommends:

- When hiring external talent, review relevant incumbent salaries, market data, and structure placement and consider making market adjustments to incumbents to reduce issues with compression in the future
- Differences in starting salaries for new incumbents based on relevant experience, education, skills, knowledge and abilities, etc. should follow the City's compensation guidelines, which should be widely communicated
- To correct issues for employees in the same grade, review time in job, skills, and experience to ensure that incumbents are placed correctly in the salary structure relative to one another
- To correct issues with compression between supervisors/managers and employees, best practice indicates:
  - 10% pay differential between a first line supervisor and an employee
  - 10% - 15% pay differential between a manager and an employee
  - 10% - 20% pay differential between a director (or above) and an employee
- Detailed costs by position are on the following slide

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**Salary Structure Implementation**

# Salary Structure Implementation

## *Introduction*

Many local public entities cannot afford to fully implement all salary adjustments at one time. It is not uncommon for new program implementation to span 2 - 3 years. The implementation approach varies among public organizations and depends on multiple factors such as:

- Desired market pay positioning
- Available financial resources
- Desired timeframe for making changes
- Organizational culture and expectations set for study
- Impact on individuals and organizational culture
- Total compensation including cost of benefits

As discussed in our previous slides, Segal recommends taking the following steps upon conclusion of the study:

1. Bring staff below the minimum to the minimum of the adjusted range
2. Implement the proposed grade changes
3. Move employees through the ranges based on individual skills and performance, as demonstrated on the following slides
4. Address team member to team member and supervisor to employee compression concerns

# Salary Structure Implementation

## *Individual Pay Decisions*

- While the structure provides guidance for compensation in the form of defined ranges, the next step for the City of Seaford would be to determine where individual incumbents should be paid within their assigned range with a thorough review of the elements noted below
- Placement into the salary structure without considerations for incumbent specific attributes will cause distributions to skew towards the bottom end of pay ranges, as these incumbents are placed into the first quartile for costing purposes

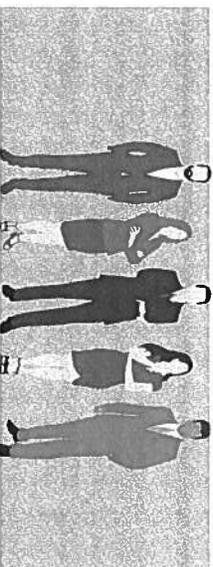


### Paying for the Job

Determined by the correct grade/band/level in the structure

Correct placement takes into consideration:

- Comparison markets
- Pay position relative to the market
- Balance of external vs. internal factors



### Paying for the Individual

Determined through pay guidelines and Seaford's compensation policies

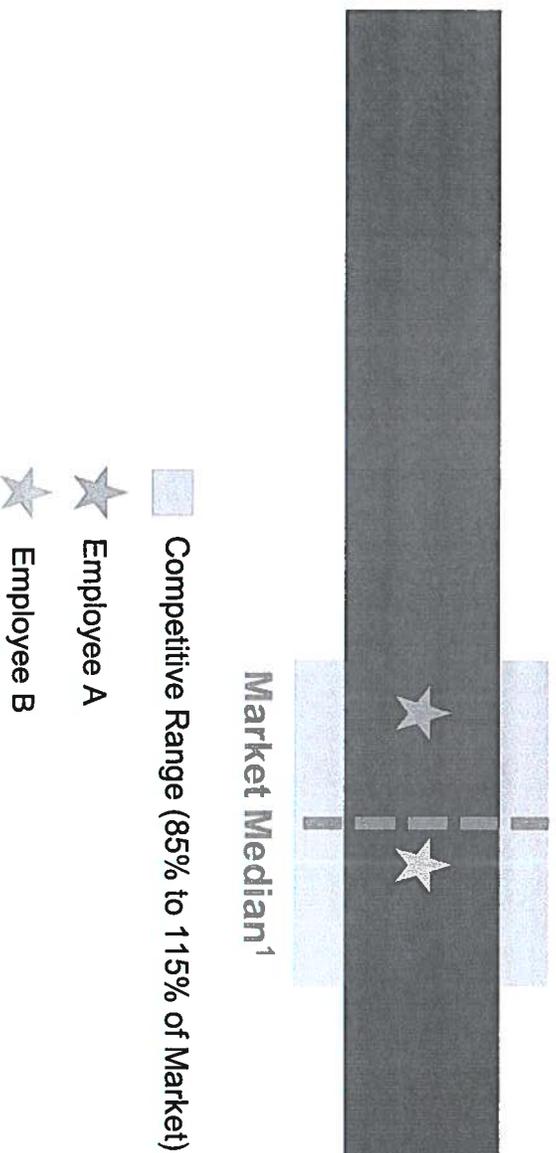
Correct pay for a person takes into consideration:

- Skills, knowledge, and experience
- Performance (if Seaford were to offer merit increases)
- Length of service
- Internal equity

# Salary Structure Implementation

## Individual Example

- To illustrate how to manage individual pay within Seaford's salary structure, refer to the example below for two employees currently in the same position:
  - Employee A has 1-7 years of relevant experience, a Bachelor's Degree and is an average performer. Based on these characteristics. Employee A should be paid within the competitive range of their salary band.
  - Employee B has 4-10 years of relevant experience, a Bachelor's Degree, industry certifications and is a high performer. Employee B should be paid at the median or slightly above due to the additional years of experience, certifications and superior performance.



- As demonstrated in the illustration above, Employee A is being paid at approximately 93% of the market median (within the competitive range), whereas Employee B is being paid at approximately 102% (slightly above the median).

<sup>1</sup> The City of Seaford's salary structure is built based on market data, thus the market median is generally the midpoint of a given salary band.

# Salary Structure Implementation

## *Structure Maintenance*

The maintenance of a the salary structure should be an ongoing process overseen by HR:

- Annually (if possible) adjust structure using an amount reflective of the market and budget considerations. In the City of Seaford's case, we recommend an adjustment of approximately 1 – 2% each year to maintain market competitiveness
- Pay attention to the City's ability to recruit and retain staff. If you are seeing difficulties in these areas for specific positions, it is time to review their salary grade and consider adjustments
- Ensure that job descriptions are accurate and reflect the job being performed so you are paying appropriately for the position and needed skills. Job descriptions should be reviewed during the performance discussion between supervisors and employees and updates made each year as appropriate at that time
- Every 4 – 5 years review the structure in light of the City's needs to ensure you are still aligned with the market and can accomplish Seaford's mission and goals. Segal would recommend conducting the market study at the same time as police negotiations to ensure all City employees are properly aligned with the market
- Provide total compensation statements to staff on an annual basis so they can understand the total value of what they receive from the city (including benefits)
- Consider using performance as a basis upon which to award increases and moving people through their range

# Salary Structure Implementation

## Performance Matrix and Plan Adjustment

ILLUSTRATIVE  
ONLY

- In addition to the 1-2% yearly plan adjustment, Segal would also recommend individual adjustments based on criteria laid out in the City of Seaford's pay policies.
- When deciding incumbent's annual increase, Segal recommends using a matrix similar to the one below, which is applicable for those incumbents with sustained satisfactory performance<sup>1</sup>.

Years of Service	Performance Ratings				
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Outstanding
Less than 5	0%	0%	1.50%	2.50%	3.50%
5-10 Years	0%	0%	1.75%	2.75%	3.75%
10-15 Years	0%	0%	2.00%	3.00%	4.00%
15 or more Years	0%	0%	2.25%	3.25%	4.25%

- If there is an employee at the maximum of their salary range or over the maximum, Segal recommends providing an equivalent increase in a lump sum check in lieu of an increase to their base salary.

<sup>1</sup> Sustained performance is defined by an average of three or more years of a given performance rating.

# Salary Structure Implementation

## Summary of Cost Implications

- In summary, the total cost to the City of Seaford to 1) bring incumbents to the minimum of their salary range, 2) adopt the proposed grade adjustments, 3) adjust individual's salaries due to compression concerns, and 4) raise individual salaries to 85% of the market median would be **\$259,515 or 6.45% of total current payroll** as presented in the table below:

Structure Updates		Other Adjustments		Total Cost				
2% Movement	Proposed Grade Adjustments	Compression	Market Adjustment					
Incumbents Affected	Cost to Minimum <sup>1</sup>	Incumbents Affected	Cost <sup>2</sup>	Incumbents Affected	Cost <sup>1</sup>			
14	\$7,448 (0.19%)	9	\$45,802 (1.14%)	3	\$33,489 (0.83%)	26	\$172,776 (4.30%)	\$259,515 (6.45%)

- Additional costs may be incurred as the City of Seaford reviews individual's placement within their salary bands
- The proposed cost presented does not take individual characteristics into account and is based on an annualized cost

<sup>1</sup> Includes members of the police department.

<sup>2</sup> Excludes members of the police department.

# Salary Structure Implementation

## Summary of Cost Implications: Individual Employee Analysis

- The previous slide was further analyzed by individual employee for factors including past performance, length of service in current position, and exclusion of compression adjustments corrected through other recommendations for a total cost<sup>1</sup> as shown below:

Timing	Proposed Grade Change and Raise to Minimums	85% of the Market Median Adjustment for employees with 5+ Years in Position	2% Plan Adjustment for Employees Unaffected by Previous Adjustments	Total Cost <sup>1</sup>
Last Quarter of 2020	19 Incumbents Affected Cost <sup>1</sup> \$13,070.50	8 Incumbents Affected Cost <sup>1</sup> \$4,539.60	32 Incumbents Affected Cost <sup>1</sup> \$9,091.87	\$26,701.97
Fiscal Year 2021	19 Incumbents Affected Cost <sup>1</sup> \$52,282.00	8 Incumbents Affected Cost <sup>1</sup> \$18,158.40	32 Incumbents Affected Cost <sup>1</sup> \$36,367.57	\$106,807.97

- Additional costs may be incurred in Fiscal Year 2021 during the budget process if merit adjustments or promotions are approved

<sup>1</sup> Excludes union members of the police department that negotiate for their salaries

UB#2  
3-10-20

**City of Seaford, DE**

**General Employee Salary Structure Adj. %2.00**

Note: Salary structure is developed based on survey market data with an effective date of April 1, 2020.

Plan Adjustment % Effective 4/1/2020: 2.00%

Grade		Effective April 1, 2020			Spread	Job Class Description
		Minimum	Midpoint	Maximum		
	Annually	\$23,400.00	\$25,147.20	\$26,894.40	15%	SEASONAL P&R LABOR
	Weekly	\$450.00	\$483.60	\$517.20		Minimum is always equal to Minimum Wage
	Hourly	\$11.25	\$12.09	\$12.93		39.7%
1	Annually	\$26,811.20	\$32,177.60	\$37,544.00	40%	Park Maintenance 1
	Weekly	\$515.60	\$618.80	\$722.00		
	Hourly	\$12.89	\$15.47	\$18.05		8.4%
2	Annually	\$29,099.20	\$34,881.60	\$40,684.80	40%	Park Maintenance 2
	Weekly	\$559.60	\$670.80	\$782.40		
	Hourly	\$13.99	\$16.77	\$19.56		8.2%
3	Annually	\$31,408.00	\$37,731.20	\$44,054.40	40%	Communications Technician I
	Weekly	\$604.00	\$725.60	\$847.20		
	Hourly	\$15.10	\$18.14	\$21.18		10.5%
3	Annually	\$31,408.00	\$37,731.20	\$44,054.40	40%	Crossing Guard
	Weekly	\$604.00	\$725.60	\$847.20		
	Hourly	\$15.10	\$18.14	\$21.18		10.5%
3	Annually	\$31,408.00	\$37,731.20	\$44,054.40	40%	Park Maintenance 3
	Weekly	\$604.00	\$725.60	\$847.20		
	Hourly	\$15.10	\$18.14	\$21.18		10.5%
3	Annually	\$31,408.00	\$37,731.20	\$44,054.40	40%	Public Works Technician 1
	Weekly	\$604.00	\$725.60	\$847.20		
	Hourly	\$15.10	\$18.14	\$21.18		10.5%
3	Annually	\$31,408.00	\$37,731.20	\$44,054.40	40%	Records Clerk
	Weekly	\$604.00	\$725.60	\$847.20		
	Hourly	\$15.10	\$18.14	\$21.18		10.5%
4	Annually	\$34,840.00	\$41,724.80	\$48,651.20	40%	Administrative Assistant I
	Weekly	\$670.00	\$802.40	\$935.60		
	Hourly	\$16.75	\$20.06	\$23.39		8.2%
4	Annually	\$34,840.00	\$41,724.80	\$48,651.20	40%	Records Clerk 2
	Weekly	\$670.00	\$802.40	\$935.60		
	Hourly	\$16.75	\$20.06	\$23.39		8.2%
5	Annually	\$36,212.80	\$44,449.60	\$52,665.60	45%	Administrative Assistant II
	Weekly	\$696.40	\$854.80	\$1,012.80		
	Hourly	\$17.41	\$21.37	\$25.32		7.3%
5	Annually	\$36,212.80	\$44,449.60	\$52,665.60	45%	Communications Tech II
	Weekly	\$696.40	\$854.80	\$1,012.80		
	Hourly	\$17.41	\$21.37	\$25.32		7.3%
5	Annually	\$36,212.80	\$44,449.60	\$52,665.60	45%	PW Technician II
	Weekly	\$696.40	\$854.80	\$1,012.80		
	Hourly	\$17.41	\$21.37	\$25.32		7.3%
6	Annually	\$37,668.80	\$47,091.20	\$56,513.60	50%	Administrative Assistant III - Accounting

	Weekly	\$724.40	\$905.60	\$1,086.80		
	Hourly	\$18.11	\$22.64	\$27.17		3.8%
6	Annually	\$37,668.80	\$47,091.20	\$56,513.60	50%	Executive Assistant
	Weekly	\$724.40	\$905.60	\$1,086.80		
	Hourly	\$18.11	\$22.64	\$27.17		3.8%
6	Annually	\$37,668.80	\$47,091.20	\$56,513.60	50%	Park Maintenance 4
	Weekly	\$724.40	\$905.60	\$1,086.80		
	Hourly	\$18.11	\$22.64	\$27.17		3.8%
6	Annually	\$37,668.80	\$47,091.20	\$56,513.60	50%	WWTF Operator Level I
	Weekly	\$724.40	\$905.60	\$1,086.80		
	Hourly	\$18.11	\$22.64	\$27.17		3.8%
7	Annually	\$39,104.00	\$48,900.80	\$58,656.00	50%	Administrative Assistant IV - Billing
	Weekly	\$752.00	\$940.40	\$1,128.00		
	Hourly	\$18.80	\$23.51	\$28.20		8.1%
7	Annually	\$39,104.00	\$48,900.80	\$58,656.00	50%	Code Officer
	Weekly	\$752.00	\$940.40	\$1,128.00		
	Hourly	\$18.80	\$23.51	\$28.20		8.1%
7	Annually	\$39,104.00	\$48,900.80	\$58,656.00	50%	Communications Specialist
	Weekly	\$752.00	\$940.40	\$1,128.00		
	Hourly	\$18.80	\$23.51	\$28.20		8.1%
7	Annually	\$39,104.00	\$48,900.80	\$58,656.00	50%	Electric Groundsman
	Weekly	\$752.00	\$940.40	\$1,128.00		
	Hourly	\$18.80	\$23.51	\$28.20		8.1%
7	Annually	\$39,104.00	\$48,900.80	\$58,656.00	50%	Public Works Technician III
	Weekly	\$752.00	\$940.40	\$1,128.00		
	Hourly	\$18.80	\$23.51	\$28.20		8.1%
7	Annually	\$39,104.00	\$48,900.80	\$58,656.00	50%	WWTF Operator II
	Weekly	\$752.00	\$940.40	\$1,128.00		
	Hourly	\$18.80	\$23.51	\$28.20		8.1%
8	Annually	\$42,140.80	\$52,769.60	\$63,419.20	50%	Administrative Secretary -Police
	Weekly	\$810.40	\$1,014.80	\$1,219.60		
	Hourly	\$20.26	\$25.37	\$30.49		8.4%
8	Annually	\$42,140.80	\$52,769.60	\$63,419.20	50%	HR Assistant
	Weekly	\$810.40	\$1,014.80	\$1,219.60		
	Hourly	\$20.26	\$25.37	\$30.49		8.4%
8	Annually	\$42,140.80	\$52,769.60	\$63,419.20	50%	Administrative Assistant V
	Weekly	\$810.40	\$1,014.80	\$1,219.60		
	Hourly	\$20.26	\$25.37	\$30.49		8.4%
8	Annually	\$42,140.80	\$52,769.60	\$63,419.20	50%	Operations Coordinator
	Weekly	\$810.40	\$1,014.80	\$1,219.60		
	Hourly	\$20.26	\$25.37	\$30.49		8.4%
8	Annually	\$42,140.80	\$52,769.60	\$63,419.20	50%	Parks Coordinator
	Weekly	\$810.40	\$1,014.80	\$1,219.60		
	Hourly	\$20.26	\$25.37	\$30.49		8.4%
8	Annually	\$42,140.80	\$52,769.60	\$63,419.20	50%	WWTF Operator III
	Weekly	\$810.40	\$1,014.80	\$1,219.60		

	Hourly	\$20.26	\$25.37	\$30.49		15.4%
8	Annually	\$42,140.80	\$52,769.60	\$63,419.20	50%	Recreation Coordinator
	Weekly	\$810.40	\$1,014.80	\$1,219.60		
	Hourly	\$20.26	\$25.37	\$30.49		3.8%
9	Annually	\$45,968.00	\$57,387.20	\$68,764.80	50%	Code Inspector
	Weekly	\$884.00	\$1,103.60	\$1,322.40		
	Hourly	\$22.10	\$27.59	\$33.06		3.3%
9	Annually	\$45,968.00	\$57,387.20	\$68,764.80	50%	WWTF Operator IV
	Weekly	\$884.00	\$1,103.60	\$1,322.40		
	Hourly	\$22.10	\$27.59	\$33.06		3.3%
10	Annually	\$47,361.60	\$59,196.80	\$71,052.80	50%	Electric Lineman C
	Weekly	\$910.80	\$1,138.40	\$1,366.40		
	Hourly	\$22.77	\$28.46	\$34.16		3.0%
11	Annually	\$48,672.00	\$60,902.40	\$73,195.20	50%	Lineman B
	Weekly	\$936.00	\$1,171.20	\$1,407.60		
	Hourly	\$23.40	\$29.28	\$35.19		9.7%
11	Annually	\$48,672.00	\$60,902.40	\$73,195.20	50%	Superintendent of Parks and Recreation
	Weekly	\$936.00	\$1,171.20	\$1,407.60		
	Hourly	\$23.40	\$29.28	\$35.19		9.7%
12	Annually	\$53,684.80	\$66,955.20	\$80,267.20	50%	Journeyman
	Weekly	\$1,032.40	\$1,287.60	\$1,543.60		
	Hourly	\$25.81	\$32.19	\$38.59		10.9%
12	Annually	\$53,684.80	\$66,955.20	\$80,267.20	50%	Human Resources & FOIA Coordinator
	Weekly	\$1,032.40	\$1,287.60	\$1,543.60		
	Hourly	\$25.81	\$32.19	\$38.59		10.9%
12	Annually	\$53,684.80	\$66,955.20	\$80,267.20	50%	IT Coordinator
	Weekly	\$1,032.40	\$1,287.60	\$1,543.60		
	Hourly	\$25.81	\$32.19	\$38.59		10.9%
12	Annually	\$53,684.80	\$66,955.20	\$80,267.20	50%	Public Works Operations Coordinator
	Weekly	\$1,032.40	\$1,287.60	\$1,543.60		
	Hourly	\$25.81	\$32.19	\$38.59		10.9%
13	Annually	\$57,532.80	\$73,257.60	\$88,982.40	55%	Journeyman Lead
	Weekly	\$1,106.40	\$1,408.80	\$1,711.20		
	Hourly	\$27.66	\$35.22	\$42.78		12.1%
13	Annually	\$57,532.80	\$73,257.60	\$88,982.40	55%	WWTF Operations Coordinator IV
	Weekly	\$1,106.40	\$1,408.80	\$1,711.20		
	Hourly	\$27.66	\$35.22	\$42.78		12.1%
14	Annually	\$64,396.80	\$82,056.00	\$99,736.00	55%	Building Official
	Weekly	\$1,238.40	\$1,578.00	\$1,918.00		
	Hourly	\$30.96	\$39.45	\$47.95		8.8%
14	Annually	\$64,396.80	\$82,056.00	\$99,736.00	55%	Electrical Engineer 1
	Weekly	\$1,238.40	\$1,578.00	\$1,918.00		
	Hourly	\$30.96	\$39.45	\$47.95		8.8%
14	Annually	\$64,396.80	\$82,056.00	\$99,736.00	55%	Electric Tech and Construction Leader
	Weekly	\$1,238.40	\$1,578.00	\$1,918.00		
	Hourly	\$30.96	\$39.45	\$47.95		8.8%
15	Annually	\$69,846.40	\$89,190.40	\$108,534.40	55%	Electrical Engineer 2

	Weekly	\$1,343.20	\$1,715.20	\$2,087.20		
	Hourly	\$33.58	\$42.88	\$52.18		7.7%
15	Annually	\$69,846.40	\$89,190.40	\$108,534.40	55%	Electric Operations Coordinator
	Weekly	\$1,343.20	\$1,715.20	\$2,087.20		
	Hourly	\$33.58	\$42.88	\$52.18		7.7%
16	Annually	\$75,212.80	\$96,075.20	\$116,916.80	55%	Electrical Engineer 3
	Weekly	\$1,446.40	\$1,847.60	\$2,248.40		
	Hourly	\$36.16	\$46.19	\$56.21		7.3%
16	Annually	\$75,212.80	\$96,075.20	\$116,916.80	55%	Superintendent of Electric
	Weekly	\$1,446.40	\$1,847.60	\$2,248.40		
	Hourly	\$36.16	\$46.19	\$56.21		7.3%
17	Annually	\$81,120.00	\$103,313.60	\$125,486.40	55%	
	Weekly	\$1,560.00	\$1,986.80	\$2,413.20		
	Hourly	\$39.00	\$49.67	\$60.33		10.2%
18	Annually	\$89,107.20	\$113,692.80	\$138,299.20	55%	Director of Finance and Human Resources
	Weekly	\$1,713.60	\$2,186.40	\$2,659.60		
	Hourly	\$42.84	\$54.66	\$66.49		5.0%
18	Annually	\$89,107.20	\$113,692.80	\$138,299.20	55%	Director of Electric
	Weekly	\$1,713.60	\$2,186.40	\$2,659.60		
	Hourly	\$42.84	\$54.66	\$66.49		5.0%
18	Annually	\$89,107.20	\$113,692.80	\$138,299.20	55%	Director of Economic Development and Community Relations
	Weekly	\$1,713.60	\$2,186.40	\$2,659.60		
	Hourly	\$42.84	\$54.66	\$66.49		5.0%
18	Annually	\$89,107.20	\$113,692.80	\$138,299.20	55%	Director of Public Works
	Weekly	\$1,713.60	\$2,186.40	\$2,659.60		
	Hourly	\$42.84	\$54.66	\$66.49		5.0%
19	Annually	\$93,496.00	\$119,350.40	\$145,163.20	55%	Assistant City Manager
	Weekly	\$1,798.00	\$2,295.20	\$2,791.60		
	Hourly	\$44.95	\$57.38	\$69.79		7.3%
20	Annually	\$103,147.20	\$129,459.20	\$155,812.80	51%	City Manager
	Weekly	\$1,983.60	\$2,489.60	\$2,996.40		
	Hourly	\$49.59	\$62.24	\$74.91		

NB# 3  
3-10-20

**3/790 DEPARTMENTAL AWARDS PROGRAM**

**3/790.05 GENERAL**

The need and method of recognizing Seaford Police Department personnel for acts, service or accomplishments, is an integral part of the Department operations. At any given time, a Department member may distinguish themselves by an act or accomplishment, and this should be brought, not only to the public's attention, but to the attention of other Department members. The recognition should also serve as the Department's way of congratulating and inspiring the individual member and others, to continue to perform their duties to the best of their abilities.

It shall be the policy of the Seaford Police Department to make awards to personnel of the Department in consideration of acts of valor, outstanding performance, dedication to duty, and service to the city, state and nation.

**3/790.10 NOMINATION PROCESS**

Nominations for all Departmental awards shall be submitted, on Department letterhead with all available supporting documentation, through the chain of command by Sector Supervisor or acting Sector Supervisors, within two months after occurrence, and with a final cut off date of 31 October or each calendar year.

Shift Commanders will attach any comments or documentation to nominations, and promptly forward same to the Deputy Chief.

**3/790.20 SHIFT COMMANDERS RESPONSIBILITIES**

Shift Commanders shall make reasonable inquiries to verify the accuracy of facts presented in all nomination letters received from subordinates. Shift Commanders' comments shall be attached if discrepancies are discovered.

**3/790.25 AWARDS COMMITTEE**

The Deputy Chief shall appoint Departmental members of the Awards Committee for each year. These voting members shall include:

- ◆ One officer the rank of Lieutenant
- ◆ One officer the rank of Sergeant
- ◆ One officer the rank of Corporal

◆ One employee the rank of Dispatcher

The committee will be presided over by the Deputy Chief.

The committee will make recommendations to the Chief of Police, who will have final approval. The decision of the committee and the Chief of Police will be final with no appeal process.

### **3/790.30 AWARD PRESENTATION**

Awards will be presented once a year during the month of January of the following year. A formal Awards Ceremony will be held in the meeting room of the Seaford Police Department. Officers will be advised in advance of their awards, in the event they should desire to have family members present.

Awards Ceremonies will be presided over by the Chief of Police or his designee, and an invitation to the Mayor and Council, City Manager and Assistant City Manager will be extended.

Any member of the Department receiving an award not wishing to attend the awards presentation, is not required to attend, and will still receive the award at a later date by the Chief of Police or his designee.

Any member of the Department who is subject to an award, and any officer that attends the presentation, will be dressed in full uniform, and will not be subject to compensation.

### **3/790.35 DISPLAY OF DEPARTMENTAL AWARDS**

Generally, issued ribbons or medals are required on the dress blouse, and ribbons only are optional on the short and long-sleeved uniform shirts. Award ribbons are not authorized for display upon any other uniformed or civilian garment.

Any member of the Department receiving an award with the ribbon bar may wear the ribbon bar with his uniform, over the name plate and shooter's badge area.

Awards will always be worn with the highest award being worn always to the left, and the lowest award to the right.

Only authorized ribbon bars and shooter's badges will be worn with the uniform.

The only other insignia to be worn with any Departmental uniforms will be the star for the STAR Team and the Motor Unit insignia. The star for the STAR Team will be worn centered over the Departmental ribbons and the Motor Unit insignia will be worn centered in the middle of the right pocket area.

**3/790.40 NON-DEPARTMENTAL AWARDS**

Any non-departmental awards such as the MADD award, will be centered on the pocket flap below the name tag.

**3/791 DEPARTMENTAL AWARDS**

**3/791.05 MEDAL OF HONOR (Seaford Police Department's Highest Award)**

The recipient is to receive a medal and framed certificate, and the award will be denoted by a solid white ribbon.

The Medal of Honor may be awarded to any member of the Department who performs an act considered to be above and beyond the call of duty.

It must be an outstanding act in the line of duty, at imminent personal hazard of life with full knowledge of the risk involved.

This award should be reserved for the most outstanding heroic and gallant acts recorded by Seaford Police Department.

**3/791.10 POLICE STAR**

The recipient is to receive a medal, framed certificate and the award will be denoted by a ribbon that is red, white and blue in color. The red portion of the ribbon shall be worn to the left for the purpose of continuity.

The Police Star may be awarded to any member of the Department who performs life saving efforts by acting in defense of another.

The employee attempts the rescue of a trapped or clearly endangered person under circumstances demonstrating uncommon valor while placing the employee in jeopardy of death or serious injury.

**3/791.15 LIFE SAVING AWARD**

The recipient is to receive a medal, framed certificate, and the award will be denoted by a ribbon that is red and white in color. The red portion of the ribbon will be worn to the left for the purpose of continuity.

The Life Saving Award may be awarded to any member of the Department who performs a life-saving service or action for a critically ill or injured person, and a doctor indicates that the employee's initiation of the first aid technique was instrumental in saving a life.

### **3/791.20 INJURY CITATION**

The recipient is to receive a framed certificate and the award will be denoted by a ribbon that is purple in color.

An Injury Citation is awarded to employees both on or off-duty, who sustain serious injuries or illness as a result of any of the following:

- ◆ Conflict with a dangerous suspect, or the employee's attempt to save the life of another, regardless of the outcome of the attempt
- ◆ An accident occurring during the direct performance of non-routine duty, and not resulting from the employee's negligence.
- ◆ Heart attack, communicable disease, or other serious ailment clearly resulting from the direct performance of duty.
- ◆ The seriousness of the injury or illness must be verified and appropriate medical documentation must be attached to the nomination letter.

### **3/791.25 MERITORIOUS SERVICE AWARD**

The recipient is to receive a framed certificate and an award that will be denoted by the issuance of a ribbon half red and half yellow in color.

The Meritorious Service Award may be awarded to any member of the Department for a highly unusual accomplishment. The red portion of the ribbon will always be worn to the left for the purpose of continuity.

### **3/791.30 CHIEF'S AWARD**

The recipient is to received a framed certificate and an award that will be denoted by the issuance of a ribbon solid green in color.

The Chief's Award is awarded for the outstanding achievement which reflects credit on the recipient or the Department.

A suggestion which resulted in measurable monetary savings or improved operational efficiency.

It is associated with administrative, career development, and general public service or community relations achievements rather than patrol or investigative performance.

The recipient is personally selected by the Chief of Police.

**3/791.35      EMPLOYEE OF THE YEAR AWARD**

The recipient is to receive a framed certificate and the award will be denoted by the issuance of a ribbon solid red in color.

The employee of the year will be selected from among that year's award recipients or employees of the month.

**3/791.40      UNIT CITATION**

The recipients will receive a framed certificate and the award will be denoted by the issuance of a ribbon blue in color with four red stripes.

The Unit Citation may be awarded to any section, squad or unit which is represented by two or more employees who, while acting in conjunction, qualify for any of the above awards.

The task may be operations oriented, such as a barricade situation, or other operational action.

This award is not intended as recognition of a unit's long-term general quality of service.

**3/791.45      EXCEPTIONAL DUTY AWARD**

The recipient will receive a framed certificate and the award will be denoted by a ribbon half blue and half yellow in color.

The Exceptional Duty Award may be awarded for a highly creditable accomplishment.

This award is given for action bringing public acclaim to the employee, the employee's department, or the Police Profession as a result of training, devotion to duty or service to the public.

**3/791.50      COMMENDATION AWARD**

The recipient will receive a framed certificate and the award will be denoted by a ribbon half blue and half white in color.

A Commendation Award may be awarded to any member of the Department for an intelligent and creditable act in the line of duty. It may be unusual in nature, showing initiative and accomplishment.

### **3/791.55 TWENTY YEAR SERVICE RIBBON**

The recipient will receive a framed certificate and the award will be denoted by a ribbon blue in color with a white stripe in the middle, showing a "20" affixed in place of the usual star.

The "20" shall be replaced with a "25" upon 25 years of service, and a "30" for 30 years of service, and so on, in multiples of 5.

### **3/791.60 EMPLOYEE OF THE MONTH**

The recipient will receive a framed certificate along with his or her picture being displayed on the wall of the common area for one year.

The Employee of the Month will be selected by the Command Staff of the Seaford Police Department.

The Employee of the Month may be selected for overall performance, a specific act, or both, for example:

- ◆ Officer John Doe, during the month of \_\_\_\_\_, made 10 felony arrests and 10 misdemeanor arrests for crimes that include, but are not limited to, robbery, burglary, and vehicle theft resulting in \_\_\_\_\_.
- ◆ During the month of \_\_\_\_\_, Officer John Doe responded to the scene of an unconscious person and performed life-saving first aid.
- ◆ During the month of \_\_\_\_\_, Dispatcher John Doe gave CPR instructions via telephone, using EMD Procedures at the scene of a heart attack victim, thus being instrumental in a life-saving action.

An employee being selected for Employee of the Month is not precluded from the selection process for a Departmental Award.

Each month, Sector Supervisors will submit his or her nomination in memo form, to their Shift Commander along with any accompanying documentation. These nominations are to be submitted no later than the fifth of each month.

After reviewing the squad performance, if the Sector Supervisor chooses not to nominate any member of his/her squad, they will submit a memorandum to their Shift Commander stating that they have no nominations for that particular month.

The Shift Commander will review the nominations and verify the documentation. He/she will then select one employee and forward their nomination to the Deputy Chief of Police no later than the tenth of the month.

The Deputy Chief of Police and the Chief of Police will jointly review the nominations and select the Employee of the Month no later than the fifteenth of the following month.

**3/791.65      OUTSTANDING CITIZENSHIP AWARD**

The recipient will receive a framed certificate.

Any member of the Department may nominate a private citizen for an Outstanding Citizenship Award as a means of recognizing that citizen's contribution to the public or the Department.

The citizen's actions may be of a heroic nature, or may reflect an unusual degree of cooperation or assistance in an operations, administrative, or community service action.

Presentation shall be made by the Chief of Police or his designee in a ceremony befitting the award.

NB#4  
3-10-20

◆◆◆◆

ARCHITECTS  
ENGINEERS

400 HIGH STREET  
SEAFORD, DE 19973  
PH: 302.628.1421  
FAX: 302.628.8350

SALISBURY  
BALTIMORE  
SEAFORD

www.gmbnet.com

◆◆◆◆

JAMES H. WILLEY, JR., PE  
PETER A. BOZICK, JR., PE  
JUDY A. SCHWARTZ, PE  
CHARLES M. O'DONNELL, III, PE  
W. BRICE FOXWELL, PE  
A. REGGIE MARINER, JR., PE  
JAMES C. HOAGESON, PE  
STEPHEN L. MARSH, PE  
DAVID A. VANDERBEEK, PE  
ROLAND E. HOLLAND, PE  
JASON M. LYTLE, PE  
CHRIS B. DERBYSHIRE, PE  
W. MARK GARDOCKY, PE  
MORGAN H. HELFRICH, AIA  
KATHERINE J. MCALLISTER, PE

JOHN E. BURNSWORTH, PE  
MICHAEL G. KOBIN, PE  
VINCENT A. LUCIANI, PE  
ANDREW J. LYONS, JR., PE  
W. NICHOLAS LLOYD  
AUTUMN J. WILLIS

February 25, 2020

City of Seaford  
414 High Street  
Seaford, DE 19973

Attn: Charles Anderson  
City Manager

Re: Route 13 North Water Main Extension  
Seaford, Delaware  
GMB File No. R170177

Dear Mr. Anderson:

Bids for the referenced project were opened at the City of Seaford Council Chambers at 11:00 a.m. on Friday, February 21, 2020. A copy of the Bid Opening Summary, Detailed Bid Tabulation, and copies of the eight (8) bids received are enclosed for your files.

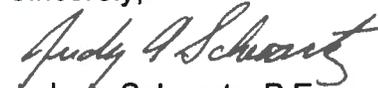
The lowest total base bid was received from AP Croll & Son, Inc. in the amount of \$456,085.70. Add Alternate Bid Schedules C in the amount of \$74,628.75 adds additional water main, water services and hydrants to the scope of work. Add Alternate Bid Schedule D in the amount of \$282,654.25 adds additional water main, including a directional drill, gate valves, hydrant and water services into the scope of work. The total low bid including all alternates is \$813,368.70.

GMB has reviewed the low bid proposal and found it to be missing the Contractor Qualification Statement regarding the contractors past jobs showing the contractor's ability to complete this project, however the statement was received by email later in the day. The missing form may be waived as an informality at the Owner's discretion, which GMB recommends.

Accordingly, GMB recommends an award to AP Croll & Son, Inc. in the amount of \$813,368.70, which includes the Total Base Bid (Schedules A + B) and Add Alternate Bid Schedules C and D, contingent upon the availability of funds.

If you have any questions, please do not hesitate to contact me at 302.628.1421. Thank you.

Sincerely,



Judy A. Schwartz, P.E.  
Sr. Vice President/Project Director



Benjamin Hearn  
Graduate Engineer

Enclosures



GEORGE, MILES & BUHR, LLC

# BID RESULTS

PROJECT NAME: Route 13 North Water Main Extension

CONTRACT:

GMB JOB NO.: R170177

BIDS OPENED: 21-Feb-20

TIME: 11:00am

LOCATION: City of Seaford Council Chambers

Contractor	Total Base Bid	Add Alternate Bid Schedule 1	Add Alternate Bid Schedule 2
1 AP CROLL	\$ 456,085.70	\$ 74,628.75	\$ 282,654.25
2 TEAL	\$ 499,828.00	\$ 111,550.00	\$ 279,512.00
3 JJID	\$ 576,305.00	\$ 101,901.00	\$ 308,405.00
4 A-DEL	\$ 669,202.00	\$ 103,874.00	\$ 266,715.00
5 ZACK EXCAVATING	\$ 687,535.00	\$ 105,355.00	\$ 306,280.00
6 HOPKINS CONSTRUCTION	\$ 915,807.00	\$ 120,900.00	\$ 260,700.00
7 PACT ONE	\$ 1,209,650.00	\$ 243,250.00	\$ 359,300.00
8 ECM CORPORATION	\$ 1,478,540.00	\$ 227,245.00	\$ 467,000.00
9			
10 ENGINEER'S EST.	\$ 622,405.00	\$ 116,900.00	\$ 258,815.00

MEMORANDUM

NB #4  
3-10-20

TO: Charles D. Anderson, City Manager  
FROM: June Merritt, Director of Finance & HR  
DATE: March 4, 2020  
RE: Funding Plan for Route 13 North Water Main Extension

The following funding proposal is for the Route 13 North Water Main Extension project and is based on the bids received on February 21, 2020. GMB recommends the bid from AP Croll & Son, Inc. in the total amount of \$813,368.70.

The City has secured funding in the amount of \$700,000. The 1<sup>st</sup> funding source is per the letter dated 07/10/2018 from the State of Delaware. The City received an appropriation of \$500,000 through the FY 2019 Bond and Capital Improvements Act (House Bill 475) for the Route 13 sewer and water expansion project. The 2<sup>nd</sup> funding source is per the Utility Service Agreement with Sussex County approved by Mayor & Council on 11/12/2019. This agreement is for the City to provide water and sewer services to the Paramedic Station in return for a capital contribution from Sussex County in the amount of \$200,000.

After applying the funding from the above two sources, the balance needed to fully fund the project is \$113,368.70. It is recommended that Council appropriate \$113,368.70 from Water Impact Reserves (current balance of \$469,719.03) to fully fund this project.

PROJECT FUNDING:

Project Cost per Bid: \$813,368.70

Funding Source:

FY' 19 Bond & Capital Impr	\$500,000.00
Sussex County Util Srvc Agr	\$200,000.00
City Water Impact Reserves	\$113,368.70

TOTAL FUNDING \$813,368.70

Funding Balance Needed: \$ 0.00

NBHS  
3.10.20

February 28, 2020

City of Seaford  
414 High Street  
Seaford, DE 19973

Attn: Charles D. Anderson  
City Manager

Re: Construction Phase Services  
Route 13 North Water Main Extension  
Seaford, Delaware  
GMB File No. 170177.A

Dear Mr. Anderson:

Please consider this letter as an amendment to our contract for providing construction phase engineering services on the referenced project.

GMB will provide a team of qualified personnel to perform construction administration services. GMB is proposing a Resident Project Representative (RPR) who will be on-site on a full-time basis during the 18-week construction period. The RPR will be under the supervision of Nick Lloyd, Chief of Construction Services. Ben Hearn, E.I. will serve as Project Engineer under the mentorship of Judy Schwartz, P.E. GMB believes that this organizational approach will provide the City of Seaford cost savings while maintaining a high standard of construction management and administration services.

We propose to accomplish the following detailed *Scope of Services*:

1. Chair Pre-construction Conference and monthly progress meetings
2. Review and approval of shop drawings and certifications
3. Response to Requests for Information (RFIs)
4. Review of Contractor payment requisitions
5. Preparation of change orders / claims assistance
6. Full time construction observation and inspection
7. Conduct Final Inspection and prepare punch list
8. Preparation of Record (as-built) Drawings
9. Response to questions and miscellaneous consultation

We propose to accomplish the work for an estimated fee of \$87,535, based upon an estimated construction time of 18 weeks. Exhibit A is enclosed which shows an itemized manhour breakdown and derivation of fee. Billing would be based upon the actual hours expended, plus a fixed fee, i.e. cost-plus-fixed fee format, consistent with past practice.

We thank you for this opportunity to be of continued service to the City of Seaford. We are looking forward to a successful finished project.

Sincerely,



Judy A. Schwartz, P.E.  
Sr. Project Director

JAS/jd

Enclosures

ACCEPTED FOR CITY OF SEAFORD:

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

EXHIBIT A - MANHOUR BREAKDOWN & DERIVATION OF TECHNICAL PAYROLL

ROUTE 13 NORTH WATER MAIN EXTENSION  
SEAFORD, DELAWARE

Work Task	Director-PE Schwartz	Engineer-EI Heam	Constr. Rep. Lloyd	RPR Dailey	Clerical	Total
Construction Meetings	4	18	12	10	6	
Shop Drawing Review	4	24			6	
RFI's	4	30			2	
Change Orders	4	16			2	
Inspections/Site Visits	4	18	72	700	10	
Final Inspection and Punchlist	2	8	4	10	2	
Record Drawings	2	8				
<b>Total Hours</b>	<b>24</b>	<b>122</b>	<b>88</b>	<b>720</b>	<b>28</b>	<b>982</b>
Hourly Rate	\$ 60.00	\$ 29.00	\$ 38.25	\$ 25.00	\$ 17.55	
Payroll	\$ 1,440	\$ 3,538	\$ 3,366	\$ 18,000	\$ 491	\$ 26,835

Technical Payroll			26,835
Overhead and Fringe @	160%	of Payroll	42,937
Direct Expense			893
Subcontracts - Compaction Testing			7,800
Estimated Cost			78,465
<b>Determination of Fixed Fee</b>			
Technical Payroll - Total			26,835
Overhead - Total			42,937
Payroll + Overhead			69,772
Fixed Fee	13%		9,070
<b>Total Estimated Cost Plus Fixed Fee</b>			<b>87,535</b>

Check Percentage of Construction Cost			
Construction	\$ 813,368		CA \$ 26,851
Design	\$ 36,000	4.43%	RPR \$ 52,884
CA-RPR-Testing	\$ 87,535	<u>10.78%</u>	Testing \$ 7,800
		15.19%	\$ 87,535
		Compare to budget of 20%	

BASED ON 18 WEEK CONSTRUCTION PERIOD

MEMORANDUM

NP#5  
3-10-20

TO: Charles D. Anderson, City Manager  
FROM: June Merritt, Director of Finance & HR  
DATE: March 5, 2020  
RE: Funding Plan for GMB Construction Phase Services  
Route 13 North Water Main Extension

The following funding proposal is for the GMB Construction Phase Services for the Route 13 North Water Main Extension project. GMB estimates a fee of \$87,535 based upon an estimated construction time of 18 weeks.

It is recommended that Council appropriate \$87,535 from Water Impact Reserves (current balance of \$356,350.33 = \$469,719.03 - \$113,368.70) to fully fund this project.

NB#6  
3-10-20

# MEMORANDUM

TO: Charles Anderson, City Manager  
Trisha Newcomer, Director of ED and CR

FR: Katie Hickey, Supt. of Parks and Recreation

RE: **2020 City Maintenance Bid**

DT: March 4, 2020

The City received two bids in response to our bid advertisement for the above referenced services on March 4<sup>th</sup>, 2020. Please see the tabulation of the bids received below:

**City of Seaford  
Landscaping Maintenance  
Bid Tabulation - 2020**

<b>Bidder</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>
Designscapes, LLC	\$29,925.00	\$30,822.75	\$31,747.43	\$92,495.18
Shorecut Lawn Care, LLC	\$47,007.18	\$47,007.18	\$48,961.01	\$142,975.37

We have reviewed the detailed specification documentation submitted by the bidders. It is my recommendation that the bid be awarded to the lowest bidder, Designscapes, LLC.

The funds for this service are part of the FY20 and FY21 Parks Beautification Contractor budget.

Should you have any questions, please contact me.

Thank you.

UB# 7  
3-10-20

# MEMORANDUM

TO: Charles Anderson, City Manager  
Trisha Newcomer, Director of ED and CR

FR: Katie Hickey, Supt. of Parks and Recreation

RE: *2020 High Street Maintenance Bid*

DT: March 4, 2020

The City received one bid in response to our bid advertisement for the above referenced services on March 4<sup>th</sup>, 2020. Please see the tabulation of the bid received below:

**City of Seaford  
High Street Maintenance  
Bid Tabulation - 2020**

<b>Bidder</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>TOTAL</b>
Designscapes, LLC	\$10,400.00	\$10,400.00	\$9,600.00	\$30,400.00

We have reviewed the detailed specification documentation submitted by the bidder.

It is my recommendation that the bid be awarded to the only bidder, Designscapes, LLC.

The funds for this service are part of the FY20 and FY21 Parks Beautification Contractor budget.

Should you have any questions, please contact me.

Thank you.

NPS # 8  
3-10-20

# MEMORANDUM

TO: Charles Anderson, City Manager  
Trisha Newcomer, Director of ED and CR

FR: Katie Hickey, Supt. of Parks and Recreation

RE: **2020 Kiwanis Park Irrigation Replacement**

DT: March 4, 2020

The City received two bids in response to our bid advertisement for the above referenced services on March 4<sup>th</sup>, 2020. Please see the tabulation of the bids received below:

## City of Seaford Kiwanis Park Irrigation Replacement Bid Tabulation - 2020

Bidder	Price	Optional Pump	TOTAL
Barton's Landscape/Lawn Co., INC	\$17,900.00	\$2,023.00	\$19,923.00
Designscapes, LLC	\$48,258.06	\$6,145.00	\$54,403.03

We have reviewed the detailed specification documentation submitted by the bidders.

It is my recommendation that the bid be awarded to the lowest bidder, Barton's Landscape/Lawn Co., Inc. It is also my recommendation that we do not include the optional pump, as the current system has run without one for 30+ years and can be run off the current city water pressure.

The City budgeted \$15,000 in the FY20 Parks Capital budget for this project. Other capital purchases have come in under budget this year. The Urban Tree Canopy Grant (the funds were reimbursed by the State of DE) allowed us to reduce capital expenditures by \$2,000 and a \$900 savings was realized by the purchase of the 7' x 12' trailer which came in under budget. This provides us the necessary funding to move forward with the irrigation replacement.

Should you have any questions, please contact me.

Thank you.