

AGENDA
REGULAR MEETING OF THE MAYOR AND COUNCIL
June 14, 2016
SEAFORD CITY HALL - 414 HIGH 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 May 24, 2016.

Mayor Genshaw to present Mayor's Right Choice Award to Jacob Prettyman.

Supt. of Electric Bill Bennett to advise Council of the APPA Safety Award earned by the Electric Department.

CORRESPONDENCE:

1.

NEW BUSINESS:

1. Charles Anderson, ACM to present City of Seaford Compensation Study-2016.
2. Charles Anderson, ACM to present City of Seaford Compensation Policy.
3. Present a non-budgeted request to replace the two doors on the west end of City Hall.
4. June Merritt, Director of Finance to present the FY17 Budget.

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AGENDA

Regular Meeting of Mayor and Council

June 14, 2016

OLD BUSINESS:

1.

REMINDER OF MEETINGS & SETTING NEW MEETINGS:

1.

COMMITTEE REPORTS:

1. Police & Fire - Councilwoman Leanne Phillips-Lowe
2. Administration - Councilman H. William Mulvaney III
3. Parks and Recreation - Councilman Orlando Holland
4. Operations Committee - Councilman Dan Henderson
5. Electric - Councilwoman Peterson

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

EXECUTIVE SESSION:

1. Personnel appeal hearing.

Mayor Genshaw reopens the regular meeting following the Executive Session.

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))

N.B. 6/14/16



CITY OF SEAFORD, DE
Compensation Study – 2016
Findings and Recommendations

June 6, 2016

Paula M. Singer, PhD
Lorraine Kituri, MS, MA



The Singer Group

FINAL DRAFT

Project Goals

- Review salary structure to establish **internal and external equity**
- Ensure pay is **fair, competitive and equitable**
- Ensure compensation structure is **aligned with overall strategic goals**
- Bring **best compensation practices to the City**



Why Now?

- Last comprehensive study conducted in 1982
- Ensure ranges are reflective of the market and structure is simple and easy to understand
- Rapid growth – ensure sustainability of resources
- Recruitment and retention
- Compression



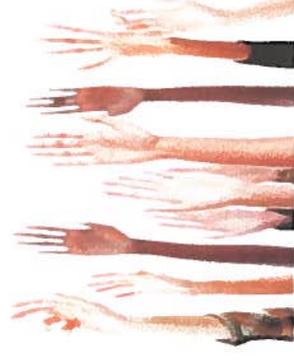
Phases of Work

- **Classification** – *how positions align*
- **Compensation** – *how positions are paid*



The Players

- **Project Manager – Charles Anderson, Assistant City Manager**
- **Mayor – David Genshaw**
- **City Council**
- **City Leadership**
- **Consultants – The Singer Group**
- **Staff**



Project Steps: Overview

1. Project planning and kickoff with Project Manager
2. Individual interviews with Mayor and four (4) City Council Members
3. Interviews with five (5) Department Heads
4. Staff interviews (total of 22 staff; 10 interviews)
5. Study hotline (3 responses)
6. Whole job evaluation – job description review
7. Market compensation study
8. Develop classification hierarchy, career ladders and 2 compensation structures (General Employees and Police)
9. Implementation
 - Cost impact analysis to minimum
 - Recommendations for administering the new system
 - Recommendations for moving staff through the ranges via pay for performance



Identified Issues from Leadership Interviews

Interviews with Councilmembers, Mayor and Department Heads were consistent and addressed the same key themes.

Summary of key issues:

- Current system has been in place for 35 years; it is time for a review
 - Need a fair and equitable pay system that everyone can understand
 - Need to have a beginning and an end to the ranges
 - What happens to pay for employees at the end of the range?
 - Unfunded mandates are making an impact on our budget
 - Consistency of performance evaluation system – need standardized language
 - Concern about how staff will respond to recommendations and a new program
 - Concern stemming from unionization at other local WW treatment plants
- Police may maintain their old system

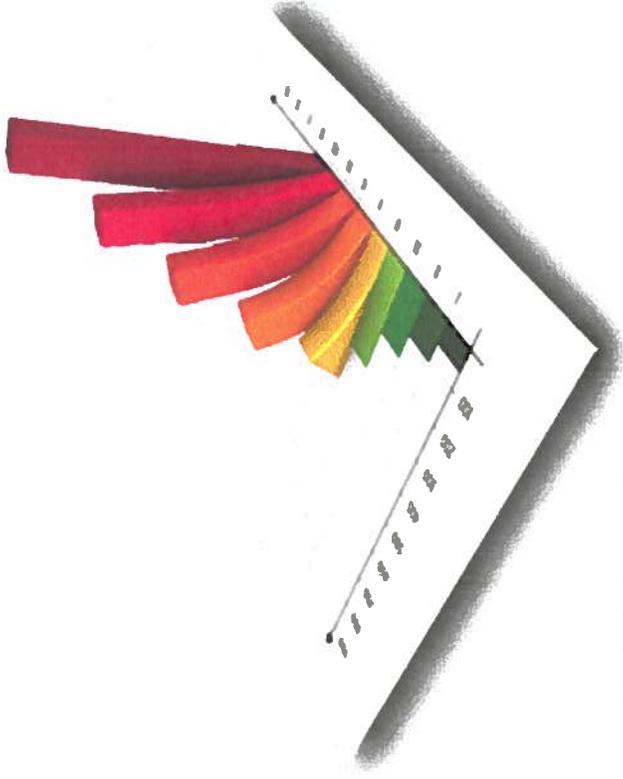


Staff Interviews

Staff interviews focused on job scope and responsibility. Some issues did come up fairly frequently as areas of concern or improvement.

Summary:

- Entry level salaries are really low; salaries improve as you move up the scale and across (6)
- Overtime – DPW has an overtime budget; Electric department does not (4)
- Standby pay – currently straight time for 12 hours; increase to 15 hours and/or there should be a standard minimum pay of 2 hours if called out (4)
- Efficiency would increase if equipment was maintained better, e.g. some doors don't work; lighting in changing area is insufficient (3)
- Community liaison position – more community focused policing (3)



COMPENSATION STUDY AND FINDINGS

Compensation Philosophy

- ✓ Is a clear understanding of your intentions and desired level of competitiveness
- ✓ Ensures that your compensation program supports your culture and goals
- ✓ Creates program objectives
- ✓ Serves as a guideline and communications tool
- ✓ Refer back to when making decisions regarding the compensation program to ensure alignment with goals

Compensation Philosophy

City of Seaford is committed to a compensation system that is:

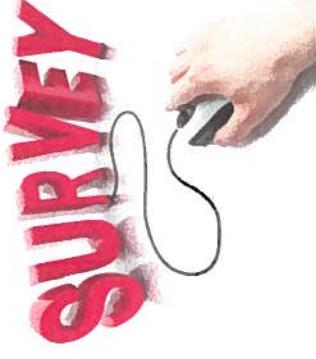
- Fair, competitive and fosters a high quality work environment
- Fiscally responsible
- Supportive of the recruitment, training, motivation, and retention of a diverse group of talented employees who are dedicated to providing exemplary service to the residents of the City of Seaford.

See separate attachment for full Compensation Philosophy statement



Compensation Study

- External compensation survey
- Define positions and organizations to survey
- Conduct survey
- Compile and analyze data
- We asked for data effective January 1, 2016; this utilizes data from the 2015 time-frame.
- Combine with internal findings



Custom Survey

Custom Survey – 37 positions

65% of City classifications included in the survey



Positions Surveyed (37)

1. Administrative Secretary
2. Assistant City Manager
3. Assistant III /Accounting Assistant
4. Building Official
5. Captain
6. Chief of Police
7. City Manager
8. Code Inspector
9. Director of Finance and Human Resources
10. Director of Public Works
11. Dispatcher
12. Economic Development Manager
13. Electric Lineman C
14. Electric Tech and Construction Leader
15. Electrical Engineer
16. Human Resources/FOIA Coordinator
17. Information Technology Manager
18. Journeyman Lead

19. Office Assistant I/Utility Administrative Assistant
20. Office Assistant IV/Billing
21. Park Maintenance 2
22. Park Maintenance 4
23. Parks Coordinator
24. Police – Corporal
25. Police – Lieutenant Shifts C&D
26. Police – Sergeant
27. Police Officer - Private First Class (PFC)
28. Public Works Operations Coordinator
29. Public Works Technician I
30. Public Works Technician III
31. Records Clerk
32. Recreation Coordinator
33. Superintendent of Electric
34. Superintendent of Parks and Recreation
35. WWTF Operations Coordinator IV
36. WWTF Operator IV
37. WWTF Operator Level I



Survey Participants (10)

Participated

1. City of Cambridge
2. City of Milford
3. City of Rehoboth
4. Delaware Electric Cooperative*
5. Delmarva Power*
6. Lewes Board of Public Works
7. Seaford School District
8. Sussex County
9. Town of Easton
10. Town of Smyrna

* Did not use all data provided as matches were not completely comparable

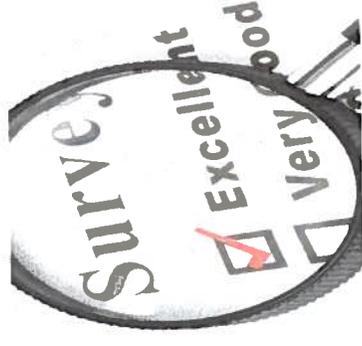
Did not participate

1. Artesian Water



How did we get the survey data?

- *Custom* survey
- *Brief job descriptions*
- Not matching on *job title alone*
- *Reliable* and *high-quality* survey results
- *Follow-up* and *quality control*



Current System



- ❑ 14 grades for staff and police positions
- ❑ Separate structure for department heads – 7 grades
- ❑ Wide range spreads (53% - 62%)
- ❑ Wider ranges at the lower end of the structure (62%); shorter ranges at the top (53%)
- ❑ 40 steps in each staff pay grade ranging from 1% - 1.5%
- ❑ Annual increases awarded based on performance and the Salary Wage Adjustment Scale ranging from 1% - 3%



Definitions

- Actual/Average – This is the actual amount paid to an incumbent (or the average paid if there are multiple incumbents) in the position
- Salary Range at Minimum – This is the starting pay for the position
- Salary Range at Maximum – This is the maximum amount paid for the position
- Range spread – the distance between the minimum and maximum amount paid for a position
- At Market – when the actual/average, minimum, or maximum paid are within +/- 5% of *what the market is paying at these data points*



Overall Findings

- Ranges are generally behind the market especially at the minimum of the salary range.
- Overall, Police positions are in line with the market.
- Because Seaford employees, as a group, have such long tenure, actual/average salaries paid are not as far behind the market for many positions.
- Due to Seaford's wider ranges in the early ranges, the maximums are not as far behind as the minimums.

CHECKLIST



Findings, cont...

Salary data: received for 37 positions

Actual/Average Paid

- Behind the market
 - 13 positions are more than 5% behind the market
- At market
 - 14 positions

Note: Common compensation practice: +/- 5% considered to be *at market*

Findings, cont...

- **Salary Range at Minimum**
 - Behind the market
 - 18 are more than 5% behind the market
 - At market
 - 12 positions



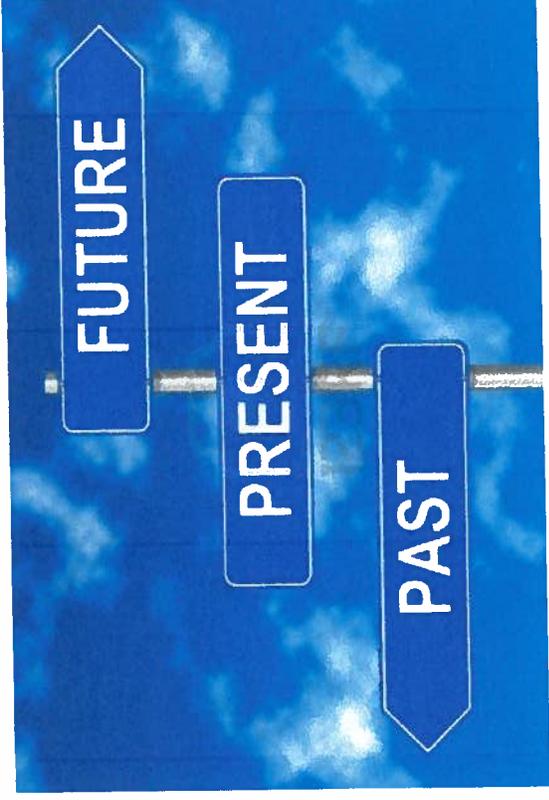
Findings, cont...

- **Salary Range at Maximum**
 - Behind the market
 - 12 are more than 5% behind the market
 - At market
 - 17 positions

What do we do with all of this data?

- The City wants to ensure pay ranges are **competitive** and **internally equitable**
 - Adjust pay ranges to reflect market
 - Jobs in grades based on:
 - market **and** internal findings
 - duties and responsibilities





RECOMMENDATIONS

Structure Recommendations

- Develop one structure for both staff and director positions
- Develop separate structure for Police department that follows their collective bargaining agreement
- Develop career ladders, where feasible, especially at the beginning of the salary structure
- Develop range structure with defined minimum, midpoint, and maximum points ----- and no steps
- Adjust ranges so they reflect the market and best practice
 - Make them more narrow at the lower end of the scale (40-45%; and 15% for seasonal labor) and wider as you move up the scale (50-55%)
- Reclassify 12 positions



Proposed Structure

- 20 grades for General Employees and 8 for Police
 - Includes all positions
- Range spreads from 40 – 55% (15% for seasonal labor) that reflect market data and best practice
 - 40% spread: grades 1 – 4 (currently 62%)
 - 45% spread: grade 5 (currently 62%)
 - 50% spread: grades 6 – 11 (currently 62% until grade 8; grades 9+, 53%)
 - 55% spread: grades 12 – 18 (currently 53%)
 - 51% spread: grade 20 (currently no range)

Ranges

RATIONALE FOR INCREASING RANGE SPREADS AS YOU MOVE UP THE SALARY SCALE:

It is a compensation best practice for range spreads to increase as grades increase. This is due to the increased scope and responsibility, including management, required of those holding these positions.

The learning curve is much longer at this level as duties frequently change and expand. Exceptions can be made based on market data.

Finally, unlike positions early in the structure, there is little promotional opportunity for those in senior positions. There is far more opportunity for promotion in the early grades of the structure, especially with the creation of more career ladders in the current proposed system.

We also have to note that decreasing the maximums will decrease the earning potential of people in those positions. But the career ladders provide them a place to move up.

Proposed Structure

Grade	Minimum	Midpoint	Maximum
Seasonal Labor	\$17,160.00	\$18,470.40	\$19,780.00
1	\$24,960.00	\$29,952.00	\$34,944.00
2	\$27,081.60	\$32,468.80	\$37,856.00
3	\$29,203.20	\$35,110.40	\$40,996.80
4	\$32,427.20	\$38,854.40	\$45,281.60
5	\$33,696.00	\$41,350.40	\$49,004.80
6	\$35,048.00	\$43,825.60	\$52,603.20
7	\$36,400.00	\$45,510.40	\$54,600.00
8	\$39,228.80	\$49,108.80	\$59,009.60
9	\$42,806.40	\$53,393.60	\$64,001.60
10	\$44,054.40	\$55,078.40	\$66,102.40
11	\$45,302.40	\$56,700.80	\$68,120.00
12	\$49,940.80	\$62,316.80	\$74,692.80
13	\$53,539.20	\$68,161.60	\$82,784.00
14	\$59,924.80	\$76,356.80	\$92,809.60
15	\$65,000.00	\$82,992.00	\$101,004.80
16	\$69,992.00	\$89,398.40	\$108,804.80
17	\$75,504.00	\$96,158.40	\$116,792.00
18	\$82,908.80	\$105,809.60	\$128,710.40
19	\$87,006.40	\$111,051.20	\$135,096.00
20	\$95,992.00	\$120,494.40	\$144,996.80



Rationale for Reassessments

- Market data
- Internal equity review
 - Job family/hierarchy
 - Supervisory relationships
 - Complexity and scope
 - Additional duties
 - Overall fit



We Created Career Ladders

Added positions to create career ladders:

- Records Clerk 2 (currently have level 1)
- Dispatcher 2 (currently have level 1)
- Electrical Engineer 1, 2, and 3 (currently have level 4)

NOTE: Just because a career ladder has been developed for a position, progression to the next level is not automatic and may be competitive or require additional qualifications, be it education, certifications or experience.

The City will need to develop the requirements and timing for moving from one position to the next in each career ladder.



Proposed Re-titles

<u>Current Title</u>	<u>Suggested Title</u>
1. Executive Secretary	Executive Assistant
2. Office Assistant I	Administrative Assistant I
3. Office Assistant II	Administrative Assistant II
4. Office Assistant III/Accounting	Administrative Assistant III - Accounting
5. Office Assistant IV/Billing	Administrative Assistant – Billing
6. Office Assistant V	Administrative Assistant V



Implementation

- **Step #1:** Bring staff below the minimum to the minimum of the proposed range 1/2/17 – Year 1.
- **Step #2:** Adjust the whole structure based on a plan adjustment effective July 1, 2017 – Year 1.
- **Step #3:** The study utilizes data from the 2015 time-frame. Recommending a 2016 plan adjustment of 2.25%.
- **Step #4:** Move staff (excluding collective bargaining members) through the ranges based on performance using the Performance Matrix and Plan Adjustment into salary increases (see slide #34).

Additional Implementation Recommendation – Structure Maintenance

- ❑ Annually (if possible) adjust structure using plan adjustments reflective of market and budget limitations. Use a 2016 plan adjustment of 2.25%. This approximates proposed increases in existing pay plan.
- ❑ 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 range and consider adjustments and/or hiring into the salary range.
- ❑ 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 as appropriate at that time.
- ❑ Every 5 years (City Council Should adopt a policy regarding frequency) review the structure in light of the compensation philosophy and City needs to ensure you are still aligned with the market and can accomplish the City's mission and goals.



Performance Matrix + PLAN ADJUSTMENT

(example assumes 1% Plan Adjustment)

Example for Performance Adjustments

- Larger increases depending on place in range.
- If employee is at the maximum of range or over the maximum, provide the equivalent increase if an outstanding performer in a lump sum check (not attached to base pay).

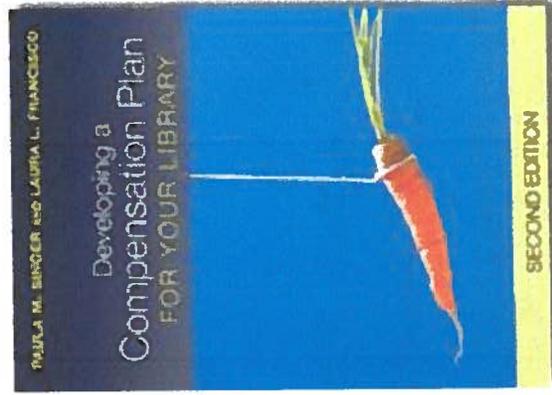
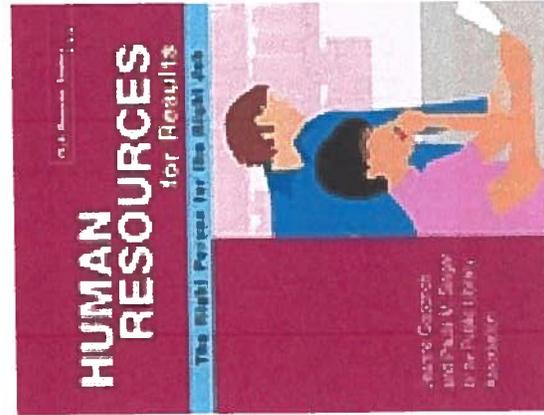
	POSITION IN RANGE			
	First Quartile	Second Quartile	Third Quartile	Fourth Quartile
Outstanding	4.5%	4.5%	4%	4%
Exceeds Expectations	3.5%	3.5%	3%	3%
Meets Expectations	2.5%	2.5%	2%	2%
Needs Improvement	0	0	0	0
Unsatisfactory	0	0	0	0

THE SINGER GROUP, INC.

- ☑ **Managing Change:** Creating an Environment Conducive to Change; Organizational Effectiveness; Executive coaching; Management Retreats
- ☑ **Managing the Organization:** Organization Assessment; Organization Design and Development; Strategic Planning; Program Evaluation; HR Department Audits; Consulting Skills for the HR Department; Climate/Attitude Studies
- ☑ **Managing People:** Performance Assessment Programs; Coaching, Training & Developing Managers and Supervisor; Hiring & Selection Guidance; Recruitment & Retention Strategies; Job Analysis & Job Design; Developing Teams
- ☑ **Managing Compensation:** Pay Structure Design & Implementation; Classification Programs; Traditional & Streamlined Job Evaluation; Internal & External Equity; Market Pricing & Custom Surveys

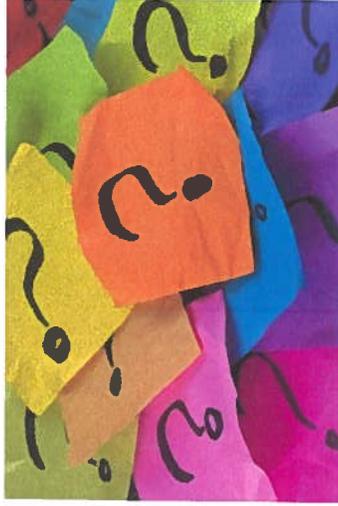


PUBLISHED BOOKS





Questions?



Thank you!!!

N.B.1
6/6/2016
L114/114

City of Seaford, DE
Police Department Salary Structure - Effective Date 01/02/2017
2016 Compensation Study

Note: Separate structure for Police Department based on collective bargaining. Figures represent FY2017 salary ranges. Salary ranges here reflect a calculated midpoint but the police structure is a step system.

Proposed Grade	Job Title		SALARY RANGE			
			Minimum	Midpoint	Maximum	Spread
P1	Police Officer Patrolman	Annually	\$42,390.40	\$55,504.80	\$68,619.20	62%
		Weekly	\$815.20	\$1,067.40	\$1,319.60	
		Hourly	\$20.38	\$26.69	\$32.99	
		Step 1				
8%						
P2	Police Officer Private First Class (PFC)	Annually	\$45,656.00	\$58,708.00	\$71,760.00	57%
		Weekly	\$878.00	\$1,129.00	\$1,380.00	
		Hourly	\$21.95	\$28.23	\$34.50	
		Step 3				
11%						
P3	Corporal	Annually	\$50,731.20	\$63,502.40	\$76,273.60	50%
		Weekly	\$975.60	\$1,221.20	\$1,466.80	
		Hourly	\$24.39	\$30.53	\$36.67	
		Step 6				
8%						
P4	Senior Corporal	Annually	\$54,870.40	\$67,496.00	\$80,121.60	46%
		Weekly	\$1,055.20	\$1,298.00	\$1,540.80	
		Hourly	\$26.38	\$32.45	\$38.52	
		Step 8				
9%						
P5	Sergeant	Annually	\$59,862.40	\$73,600.80	\$87,339.20	46%
		Weekly	\$1,151.20	\$1,415.40	\$1,679.60	
		Hourly	\$28.78	\$35.39	\$41.99	
		Step 8				
10%						
P6	Lieutenant	Annually	\$65,624.00	\$79,268.80	\$92,913.60	42%
		Weekly	\$1,262.00	\$1,524.40	\$1,786.80	
		Hourly	\$31.55	\$38.11	\$44.67	
		Step 10				
9%						

Note: Separate structure for Police Department based on collective bargaining. Figures represent FY2017 salary ranges. Salary ranges here reflect a calculated midpoint but the police structure is a step system.

Proposed Grade	Job Title		SALARY RANGE			Spread
			Minimum	Midpoint	Maximum	
P7	Captain	Annually	\$71,510.40	\$91,031.20	\$110,552.00	55%
		Weekly	\$1,375.20	\$1,750.60	\$2,126.00	
		Hourly	\$34.38	\$43.77	\$53.15	
	16%					
P8	Chief	Annually	\$82,908.80	\$105,804.40	\$128,700.00	55%
		Weekly	\$1,594.40	\$2,034.80	\$2,475.20	
		Hourly	\$39.86	\$50.87	\$61.88	

N.B.1
6/14/16

City of Seaford, DE
General Employee Salary Structure - Effective 01/02/2017
2016 Compensation Study

Note: Salary structure is developed based on survey market data with an effective date of January 1, 2016.

Grade		Salary Range			Spread	Job Class Description
		Minimum	Midpoint	Maximum		
	Annually	\$17,160.00	\$18,470.40	\$19,760.00	15%	SEASONAL P&R LABOR
	Weekly	\$330.00	\$355.20	\$380.00		
	Hourly	\$8.25	\$8.88	\$9.50		
1	Annually	\$24,960.00	\$29,952.00	\$34,944.00	40%	Park Maintenance 1
	Weekly	\$480.00	\$576.00	\$672.00		
	Hourly	\$12.00	\$14.40	\$16.80		
2	Annually	\$27,081.60	\$32,468.80	\$37,856.00	40%	Park Maintenance 2
	Weekly	\$520.80	\$624.40	\$728.00		
	Hourly	\$13.02	\$15.61	\$18.20		
3	Annually	\$29,203.20	\$35,110.40	\$40,996.80	40%	Crossing Guard
	Weekly	\$561.60	\$675.20	\$788.40		
	Hourly	\$14.04	\$16.88	\$19.71		
3	Annually	\$29,203.20	\$35,110.40	\$40,996.80	40%	Park Maintenance 3
	Weekly	\$561.60	\$675.20	\$788.40		
	Hourly	\$14.04	\$16.88	\$19.71		
3	Annually	\$29,203.20	\$35,110.40	\$40,996.80	40%	Public Works Technician 1
	Weekly	\$561.60	\$675.20	\$788.40		
	Hourly	\$14.04	\$16.88	\$19.71		
3	Annually	\$29,203.20	\$35,110.40	\$40,996.80	40%	Records Clerk
	Weekly	\$561.60	\$675.20	\$788.40		
	Hourly	\$14.04	\$16.88	\$19.71		
4	Annually	\$32,427.20	\$38,854.40	\$45,281.60	40%	Administrative Assistant I
	Weekly	\$623.60	\$747.20	\$870.80		
	Hourly	\$15.59	\$18.68	\$21.77		
4	Annually	\$32,427.20	\$38,854.40	\$45,281.60	40%	Dispatcher
	Weekly	\$623.60	\$747.20	\$870.80		
	Hourly	\$15.59	\$18.68	\$21.77		
4	Annually	\$32,427.20	\$38,854.40	\$45,281.60	40%	PW Technician II
	Weekly	\$623.60	\$747.20	\$870.80		
	Hourly	\$15.59	\$18.68	\$21.77		
4	Annually	\$32,427.20	\$38,854.40	\$45,281.60	40%	Records Clerk 2
	Weekly	\$623.60	\$747.20	\$870.80		
	Hourly	\$15.59	\$18.68	\$21.77		
5	Annually	\$33,696.00	\$41,350.40	\$49,004.80	45%	Administrative Assistant II
	Weekly	\$648.00	\$795.20	\$942.40		
	Hourly	\$16.20	\$19.88	\$23.56		
5	Annually	\$33,696.00	\$41,350.40	\$49,004.80	45%	Dispatcher 2
	Weekly	\$648.00	\$795.20	\$942.40		
	Hourly	\$16.20	\$19.88	\$23.56		

Note: Salary structure is developed based on survey market data with an effective date of January 1, 2016.

Grade		Salary Range			Spread	Job Class Description
		Minimum	Midpoint	Maximum		
5	Annually	\$33,696.00	\$41,350.40	\$49,004.80	45%	Electric Groundsman
	Weekly	\$648.00	\$795.20	\$942.40		
	Hourly	\$16.20	\$19.88	\$23.56		
5	Annually	\$33,696.00	\$41,350.40	\$49,004.80	45%	Public Works Technician III
	Weekly	\$648.00	\$795.20	\$942.40		
	Hourly	\$16.20	\$19.88	\$23.56		
6	Annually	\$35,048.00	\$43,825.60	\$52,603.20	50%	Administrative Assistant III - Accounting
	Weekly	\$674.00	\$842.80	\$1,011.60		
	Hourly	\$16.85	\$21.07	\$25.29		
6	Annually	\$35,048.00	\$43,825.60	\$52,603.20	50%	Executive Assistant
	Weekly	\$674.00	\$842.80	\$1,011.60		
	Hourly	\$16.85	\$21.07	\$25.29		
6	Annually	\$35,048.00	\$43,825.60	\$52,603.20	50%	Park Maintenance 4
	Weekly	\$674.00	\$842.80	\$1,011.60		
	Hourly	\$16.85	\$21.07	\$25.29		
6	Annually	\$35,048.00	\$43,825.60	\$52,603.20	50%	Recreation Coordinator
	Weekly	\$674.00	\$842.80	\$1,011.60		
	Hourly	\$16.85	\$21.07	\$25.29		
6	Annually	\$35,048.00	\$43,825.60	\$52,603.20	50%	WWTF Operator Level I
	Weekly	\$674.00	\$842.80	\$1,011.60		
	Hourly	\$16.85	\$21.07	\$25.29		
7	Annually	\$36,400.00	\$45,510.40	\$54,600.00	50%	Administrative Assistant IV - Accounting
	Weekly	\$700.00	\$875.20	\$1,050.00		
	Hourly	\$17.50	\$21.88	\$26.25		
7	Annually	\$36,400.00	\$45,510.40	\$54,600.00	50%	Code Officer
	Weekly	\$700.00	\$875.20	\$1,050.00		
	Hourly	\$17.50	\$21.88	\$26.25		
7	Annually	\$36,400.00	\$45,510.40	\$54,600.00	50%	WWTF Operator II
	Weekly	\$700.00	\$875.20	\$1,050.00		
	Hourly	\$17.50	\$21.88	\$26.25		
8	Annually	\$39,228.80	\$49,108.80	\$59,009.60	50%	Administrative Secretary -Police
	Weekly	\$754.40	\$944.40	\$1,134.80		
	Hourly	\$18.86	\$23.61	\$28.37		
8	Annually	\$39,228.80	\$49,108.80	\$59,009.60	50%	Code Inspector
	Weekly	\$754.40	\$944.40	\$1,134.80		
	Hourly	\$18.86	\$23.61	\$28.37		
8	Annually	\$39,228.80	\$49,108.80	\$59,009.60	50%	Electric Lineman C
	Weekly	\$754.40	\$944.40	\$1,134.80		
	Hourly	\$18.86	\$23.61	\$28.37		

Note: Salary structure is developed based on survey market data with an effective date of January 1, 2016.

Grade		Salary Range			Spread	Job Class Description
		Minimum	Midpoint	Maximum		
8	Annually	\$39,228.80	\$49,108.80	\$59,009.60	50%	HR Assistant
	Weekly	\$754.40	\$944.40	\$1,134.80		
	Hourly	\$18.86	\$23.61	\$28.37		
8	Annually	\$39,228.80	\$49,108.80	\$59,009.60	50%	Administrative Assistant V
	Weekly	\$754.40	\$944.40	\$1,134.80		
	Hourly	\$18.86	\$23.61	\$28.37		
8	Annually	\$39,228.80	\$49,108.80	\$59,009.60	50%	Operations Coordinator
	Weekly	\$754.40	\$944.40	\$1,134.80		
	Hourly	\$18.86	\$23.61	\$28.37		
8	Annually	\$39,228.80	\$49,108.80	\$59,009.60	50%	Parks Coordinator
	Weekly	\$754.40	\$944.40	\$1,134.80		
	Hourly	\$18.86	\$23.61	\$28.37		
8	Annually	\$39,228.80	\$49,108.80	\$59,009.60	50%	WWTF Operator III
	Weekly	\$754.40	\$944.40	\$1,134.80		
	Hourly	\$18.86	\$23.61	\$28.37		
9	Annually	\$42,806.40	\$53,393.60	\$64,001.60	50%	Lineman B
	Weekly	\$823.20	\$1,026.80	\$1,230.80		
	Hourly	\$20.58	\$25.67	\$30.77		
9	Annually	\$42,806.40	\$53,393.60	\$64,001.60	50%	WWTF Operator IV
	Weekly	\$823.20	\$1,026.80	\$1,230.80		
	Hourly	\$20.58	\$25.67	\$30.77		
10	Annually	\$44,054.40	\$55,078.40	\$66,102.40	50%	Journeyman
	Weekly	\$847.20	\$1,059.20	\$1,271.20		
	Hourly	\$21.18	\$26.48	\$31.78		
11	Annually	\$45,302.40	\$56,700.80	\$68,120.00	50%	Dispatch Manager
	Weekly	\$871.20	\$1,090.40	\$1,310.00		
	Hourly	\$21.78	\$27.26	\$32.75		
11	Annually	\$45,302.40	\$56,700.80	\$68,120.00	50%	Journeyman Lead
	Weekly	\$871.20	\$1,090.40	\$1,310.00		
	Hourly	\$21.78	\$27.26	\$32.75		
11	Annually	\$45,302.40	\$56,700.80	\$68,120.00	50%	Superintendent of Parks and Recreation
	Weekly	\$871.20	\$1,090.40	\$1,310.00		
	Hourly	\$21.78	\$27.26	\$32.75		
12	Annually	\$49,940.80	\$62,316.80	\$74,692.80	50%	Electric Tech and Construction Leader
	Weekly	\$960.40	\$1,198.40	\$1,436.40		
	Hourly	\$24.01	\$29.96	\$35.91		
12	Annually	\$49,940.80	\$62,316.80	\$74,692.80	50%	Human Resources & FOIA Coordinator
	Weekly	\$960.40	\$1,198.40	\$1,436.40		
	Hourly	\$24.01	\$29.96	\$35.91		
12	Annually	\$49,940.80	\$62,316.80	\$74,692.80	50%	IT Coordinator
	Weekly	\$960.40	\$1,198.40	\$1,436.40		
	Hourly	\$24.01	\$29.96	\$35.91		

Note: Salary structure is developed based on survey market data with an effective date of January 1, 2016.

Grade		Salary Range			Spread	Job Class Description
		Minimum	Midpoint	Maximum		
12	Annually	\$49,940.80	\$62,316.80	\$74,692.80	50%	Public Works Operations Coordinator
	Weekly	\$960.40	\$1,198.40	\$1,436.40		
	Hourly	\$24.01	\$29.96	\$35.91		
13	Annually	\$53,539.20	\$68,161.60	\$82,784.00	55%	Electric Operations Coordinator
	Weekly	\$1,029.60	\$1,310.80	\$1,592.00		
	Hourly	\$25.74	\$32.77	\$39.80		
13	Annually	\$53,539.20	\$68,161.60	\$82,784.00	55%	WWTF Operations Coordinator IV
	Weekly	\$1,029.60	\$1,310.80	\$1,592.00		
	Hourly	\$25.74	\$32.77	\$39.80		
14	Annually	\$59,924.80	\$76,356.80	\$92,809.60	55%	Building Official
	Weekly	\$1,152.40	\$1,468.40	\$1,784.80		
	Hourly	\$28.81	\$36.71	\$44.62		
14	Annually	\$59,924.80	\$76,356.80	\$92,809.60	55%	Economic Development/IT Manager
	Weekly	\$1,152.40	\$1,468.40	\$1,784.80		
	Hourly	\$28.81	\$36.71	\$44.62		
14	Annually	\$59,924.80	\$76,356.80	\$92,809.60	55%	Electrical Engineer 1
	Weekly	\$1,152.40	\$1,468.40	\$1,784.80		
	Hourly	\$28.81	\$36.71	\$44.62		
15	Annually	\$65,000.00	\$82,992.00	\$101,004.80	55%	Electrical Engineer 2
	Weekly	\$1,250.00	\$1,596.00	\$1,942.40		
	Hourly	\$31.25	\$39.90	\$48.56		
16	Annually	\$69,992.00	\$89,398.40	\$108,804.80	55%	Electrical Engineer 3
	Weekly	\$1,346.00	\$1,719.20	\$2,092.40		
	Hourly	\$33.65	\$42.98	\$52.31		
16	Annually	\$69,992.00	\$89,398.40	\$108,804.80	55%	Superintendent of Electric
	Weekly	\$1,346.00	\$1,719.20	\$2,092.40		
	Hourly	\$33.65	\$42.98	\$52.31		
17	Annually	\$75,504.00	\$96,158.40	\$116,792.00	55%	Director of Finance and Human Resources
	Weekly	\$1,452.00	\$1,849.20	\$2,246.00		
	Hourly	\$36.30	\$46.23	\$56.15		
17	Annually	\$75,504.00	\$96,158.40	\$116,792.00	55%	Electrical Engineer 4
	Weekly	\$1,452.00	\$1,849.20	\$2,246.00		
	Hourly	\$36.30	\$46.23	\$56.15		
18	Annually	\$82,908.80	\$105,809.60	\$128,710.40	55%	Director of Public Works
	Weekly	\$1,594.40	\$2,034.80	\$2,475.20		
	Hourly	\$39.86	\$50.87	\$61.88		
19	Annually	\$87,006.40	\$111,051.20	\$135,096.00	55%	Assistant City Manager
	Weekly	\$1,673.20	\$2,135.60	\$2,598.00		
	Hourly	\$41.83	\$53.39	\$64.95		
20	Annually	\$95,992.00	\$120,494.40	\$144,996.80	51%	City Manager
	Weekly	\$1,846.00	\$2,317.20	\$2,788.40		
	Hourly	\$46.15	\$57.93	\$69.71		

N.B. 2
6/14/14

The City of Seaford Compensation Policy

Wages and Hours

The City of Seaford pay system and working schedule must meet the fiscal and service requirements as set by the City. Wages are determined by the annual budgetary process to assure affordability. One premise to maintain is the consideration of tax payers and rate payers' ability to afford the anticipated costs or any increases. The City will be fiscally responsible in making its final determination.

City employees are expected to share in this commitment to our tax and rate paying citizens. All wage determinations are subject to the City's budgetary process and are effective July 1 annually as based on the annual budget approval. Any wage increases described in this policy are only available if approved by the Mayor and Council. Mayor and Council reserves the right to address any pay adjustments as they deem necessary.

Pay and Classification Plan

Each job is assigned a pay grade according to such factors as: job complexity; education/experience required; scope and impact; supervision received; working relationships; working environment; and physical demands.

Within each pay grade there is a minimum, mid-point and maximum compensation. The minimum represents the lowest amount that the City feels should be paid to any employee performing a job within that pay grade. It is the entry wage to be paid to an employee hired in their respective grade. The maximum represents the highest amount that will be paid to any employee performing a job within that pay grade. Once an employee is at the maximum Mayor and Council will review a wage increase but it will be given as a lump sum bonus versus being considered part of an employees pay for benefits consideration. All employees will be assigned to one of the listed pay grades.

In most cases, a new employee begins employment at the minimum of the pay grade for the job which they were hired. Progress from the minimum, through the pay range, is based on the employee's performance which is termed a Merit Adjustment and any other pay adjustments granted by the Mayor and Council. If a pay increase is granted by them, it will take effect at the beginning of the next fiscal year (July 1), unless another date is chosen by them. Any employee

hired on or after January 1, of any calendar year will be required to work six months before becoming eligible for an increase.

The Mayor and Council will review pay annually for any adjustments as part of the fiscal year budgetary process.

Pay Rates

Periodically, as authorized by the Mayor and Council, the City will survey the rates of pay paid by other private and public sector employers in our labor market. Based on these survey results, the City Manager and Mayor and Council will evaluate whether to make changes in the City's pay grades.

The salary structure of the City of Seaford will be kept current with the application of a Plan Adjustment annually, if warranted by economic factors and the City's budget process. The Plan Adjustment shall be recommended by the City Manager to the Mayor and Council annually as part of the budget process. The Plan Adjustment shall be based on economic conditions, pier group surveys and other factors. The Plan Adjustment shall be applied to the entire salary structure and all of the eligible employees shall receive the percentage increase applied.

Employees are also eligible for Merit wage increases that are applied to their salary within their pay grade. Merit adjustments are performance based. An employee that receives a Meets Expectations, Exceeds Expectations or an outstanding performance evaluation is eligible to receive a Merit adjustment. The Merit adjustment shall be based on economic factors and the City's annual budget process. The City Manager shall recommend Merit increase percentage amounts and categories to the Mayor and Council for approval.

The application of the Plan Adjustment and the Merit increase shall be applied together.
Example – Plan Adjustment = 2%; Outstanding Merit increase = 3%. Total increase applied for Outstanding Employees = 5% (not 2% Plan wage adjustment then a 3% adjustment for Merit).

Pay for Newly Hired Employees

All new employees shall be appointed at the minimum of the salary grade to which their classification is assigned; however, after a recommendation by the City Manager and approval of the Mayor and City Council, an employee may be appointed at a listed pay which exceeds the minimum. Any department head desiring to appoint an applicant at a salary exceeding the minimum shall submit a written explanation to the City Manager enumerating the reasons for the recommendation. Such justification may be based on the fact that the qualifications of the candidate exceed the minimum requirements of the classification, a shortage of qualified applicants available at the minimum pay, and/or the refusal of qualified applicants to accept employment at the minimum.

Pay Upon Promotion

The City encourages current employees to apply for vacant positions for which they are qualified. Promotions and transfers are based on the department head's recommendations, the City Manager approval, work force requirements, performance evaluations, job descriptions and related requirements.

Categories of promotions:

1. Progression because of defined time in grade, education and/or certification.
2. Advancement to a higher grade to assume new job duties and responsibilities.

The salary of a promoted employee shall be set at the minimum rate for the pay grade classification to which he/she is promoted or as determined by the City Manager.

Pay Upon Demotion

Non-disciplinary - An employee being demoted for non-disciplinary reasons shall be placed in the pay grade established for the classification to which he is demoted and shall receive the pay rate he would have achieved in the lower position if he had been employed in that position continuously as determined by the City Manager. The demotion would be determined and recommended by the direct supervisor that the employee no longer fulfills the job description requirements that is currently held.

Disciplinary - An employee being demoted for disciplinary reasons shall be placed in the pay established for the classification to which he is demoted shall be as determined by the City Manager.

Pay Upon Lateral Transfer

The pay rate of an employee, who transfers from a position or classification within one pay grade to another position or classification within the same pay grade, shall not be affected by the transfer. Exceptions to this policy may be granted by the City Manager upon the recommendation of the department head.

Pay Upon Reclassification

If the position held by an employee is reclassified to a classification assigned to a higher pay grade, the employee's pay shall be changed in the same way as if the employee had been promoted.

If the position held by an employee is reclassified to a different classification, but without a change in pay grade, the employee's pay rate will remain the same.

If the position held by an employee is reclassified to a classification assigned to a lower pay grade, the employee's pay may be changed as determined by the City Manager.

Pay for Serving in an Acting Capacity

An employee, who is assigned the duties and responsibilities of another position, which is assigned to a higher pay grade, on an acting basis, and who acts in this capacity for more than twenty (20) consecutive days, shall receive a temporary increase in pay. This increase in pay shall be effective upon the twenty-first (21) calendar day in which the employee serves in such acting capacity, and shall continue until the employee is relieved of this additional assignment.

The increase in pay for such additional assignment shall be the higher of either the minimum pay rate of the new range, or as determined by the City Manager.

The term of the employee being assigned in a temporary duty assignment shall not be for more than a period of six months unless approved by the Mayor and Council.

Pay for Employees Beyond the Maximum

If Plan Adjustments are approved by the Mayor and Council the Plan is adjusted accordingly.

Once adjusted an Employee that is beyond the maximum salary range in their pay grade may receive an annual Plan and Merit Adjustment by a lump sum payment and/or base wage adjustment. The lump sum payment may not adjust an Employee's benefits.

City of Seaford
 FY 2017 Budget
 Balancing Recommendations
 6/14/2016

N.B. 4
 6/14/16

	<u>Adjustments</u>
Budget Deficit	(574,733)
Revenues (Incr / Decr):	
Property Tax Rate: No change, \$0.31	0
Incr in Operating Transfer from Water Fund	5,800
Incr in Operating Transfer from Sewer Fund	5,500
Incr in Operating Transfer from Electric Fund	2,265
Golf Fund - Incr in Operating Transfer from General Fund	34
Water Rates: No change, \$21.95	0
Sewer Rates: No change, \$44.30	0
Remove Sewer Rate Increase of \$0.43/EDU	(19,898)
Leachate Treatment - Increase fee based on current YTD revenues	20,500
Donation from SCSC (Pool)	5,000
Sub-total	19,201
Expenditures (Incr / Decr):	
Exec - Salaries	100
Exec - Social Security	100
Exec - Elections	100
Exec - Special Proj & Assist Fees	100
Exec - Contingency	100
Exec - Group Dinners	1,000
Exec - Group Dinners	100
Exec - Insurance	98
Exec - Communications	100
Exec - Dues	100
Exec - Travel (NLC)	7,500
Exec - Travel (NLC)	100
Exec - Operating Supplies	100
Exec - CAPITAL	100
Sub-total	9,698
Admin - Salaries	100
Admin - Salaries - O/T	100
Admin - Health Insurance	100
Admin - Retiree Health Insurance	100
Admin - Social Security	100
Admin - Medicare	100
Admin - Pension	105

Admin - Education/Tuition	5,000
Admin - Education/Tuition	100
Admin - Unemployment Compensation	1,500
Admin - Unemployment Compensation	100
Admin - Workplace Safety Prog	100
Admin - Professional Fees	100
Admin - Document Recording Fees	100
Admin - Janitorial Services	100
Admin - Equipment Maintenance	100
Admin - Buildings & Grounds Maintenance	100
Admin - Copier Lease/Rent	100
Admin - Equipment Rental	100
Admin - Insurance	(28)
Admin - Communications	100
Admin - Office Supplies	500
Admin - Office Supplies	100
Admin - Travel	2,500
Admin - Travel	100
Admin - Operating Supplies	100
Admin - Utilities	100
Admin - Gasoline	100
Admin - Bad Debt	100
Admin - Principal Capital	100
Admin - Interest Capital	100
Admin - Capital	100
Admin - Capital (trade-in of Durango)	7,000
Admin - Operating Trsfr - Golf	(34)
Sub-total	19,143

ED/IT - Salaries	100
ED/IT - Health Insurance	100
ED/IT - Social Security	100
ED/IT - Pension	101
ED/IT - Equipment Maint	100
ED/IT - Reinvestment Incentive	100
ED/IT - Insurance	78
ED/IT - Communications	100
ED/IT - Marketing	100
ED/IT - Dues	100
ED/IT - Travel	100
ED/IT - Office Supplies	100
ED/IT - Industrial Park	100
ED/IT - Capital	100
Sub-total	1,379

Info Tech - Salaries	100
Info Tech - Health Insurance	100
Info Tech - Social Security	100
Info Tech - Pension	101
Info Tech - Insurance	85
Info Tech - Communications	100
Info Tech - Marketing	100
Info Tech - Capital	100
Sub-total	786
Code - Salaries	100
Code - Health Insurance	(3,679)
Code - Social Security	100
Code - Medicare	100
Code - Pension	102
Code - Professional Fees	100
Code - Vehicle Maint/Repairs	100
Code - Insurance	23
Code - Communications	100
Code - Advertising	100
Code - Travel	100
Code - Operating Supplies	100
Code - Gasoline	100
Code - Capital	100
Code - Property Rehabilitation	100
Code - Property Demolition	100
Sub-total	(2,254)
Fire - Building & Grounds Maint	200
Fire - Insurance	100
Fire - Utilities	100
Fire - Gasoline	100
Fire - Equipment Reserves	100
Sub-total	600
Police - Salaries	68,910
Police - Salaries - Holiday Premium	3,672
Police - Salaries - Special Duty	100
Police - Salaries - Crossing Guard	100
Police - Salaries - O/T	1,247
Police - Health Insurance	7,597
Police - Retiree Health Insurance	(380)

Police - Social Security	4,658
Police - Medicare	1,166
Police - Pension	101
Police - So Pension	9,480
Police - Retiree Pension	104
Police - Professional Fees	5,000
Police - Professional Fees	100
Police - Professional Fees (EEOC Litigation/Case Closed as of 5/12/2016)	10,000
Police - Criminalistics	100
Police - Janitorial Services	100
Police - Laundry Services	500
Police - Laundry Services	100
Police - Clothing Allowance	100
Police - Safety/Protective Gear	100
Police - Equip Maintenance	1,000
Police - Equip Maintenance	100
Police - Vehicle Maintenance	1,000
Police - Vehicle Maintenance	100
Police - Building & Grounds Maintenance	(2,832)
Police - Building & Grounds Maintenance	100
Police - Copier Lease/Rent	100
Police - Equipment Rental	100
Police - Communications	1,000
Police - Communications	100
Police - Dues (Maglocen-SALLE)	400
Police - Dues	100
Police - Insurance	3,072
Police - Travel	100
Police - Office Supplies	100
Police - Operating Supplies	100
Police - Employment Test	100
Police - Utilities	1,000
Police - Utilities	100
Police - Gasoline	5,000
Police - Gasoline	100
Police - Capital (Computer-Grant)	10,000
Police - Capital	100
Police - Principal Capital	100
Police - Interest Capital	100
Sub-total	<u>134,095</u>

Dispatch - Salaries	100
Dispatch - Salaries - Holiday Premium	100
Dispatch - Salaries - O/T	100
Dispatch - Health Insurance	(3,159)
Dispatch - Social Security	100
Dispatch - Medicare	100
Dispatch - Pension	105
Dispatch - Clothing Allowance	100
Dispatch - Equip Maintenance	1,500
Dispatch - Equip Maintenance	100
Dispatch - Insurance	(23)
Dispatch - Travel	100
Dispatch - Office Supplies	100
Dispatch - Operating Supplies	100
Dispatch - Employment Test	100
Dispatch - Capital (Monitors-Rec'd Pricing)	4,000
Dispatch - Capital	100
	<hr/>
Sub-total	3,623

Recreation - Salaries	100
Recreation - Salaries PartTime	100
Recreation - Salaries - O/T	100
Recreation - Health Insurance	4,120
Recreation - Retiree Health Insurance	100
Recreation - Social Security	100
Recreation - Medicare	100
Recreation - Pension	101
Recreation - Professional Fees	100
Recreation - Professional Fees	2,000
Recreation - Janitorial Services	100
Recreation - Building & Grounds Maintenance	100
Recreation - Buiding Rent - school	100
Recreation - Insurance	52
Recreation - Communications	(500)
Recreation - Communications	100
Recreation - Advertising	100
Recreation - Operating Supplies	100
Recreation - Utilities	100
Recreation - Gasoline	100
Recreation - League Expenses	100
Recreation - Youth Football	100
Recreation - Special Events	100
	<hr/>
Sub-total	7,573

Parks - Salaries	2,836
Parks - Salaries - O/T	100
Parks - Health Insurance	4,120
Parks - Social Security	270
Parks - Medicare	140
Parks - Pension	492
Parks - Laundry	100
Parks - Sanitation	100
Parks - Beautification Contractor	100
Parks - Safety/Protective Gear	100
Parks - Equipment Maintenance	100
Parks - Vehicle Maint/Repairs	100
Parks - Buildings & Grounds Maint	100
Parks - Insurance	(29)
Parks - Communication	100
Parks - Operating Supplies	100
Parks - Utilities	(3,000)
Parks - Utilities	100
Parks - Gasoline	1,500
Parks - Gasoline	100
Parks - Principal - Capital	100
Parks - CAPITAL	100
Parks - Capital (Tennis Ct Benches)	4,484
Parks - Capital (Soccer/Football Goal)	5,250
Sub-total	<u>17,463</u>
Pool - Equipment Maintenance	2,187
Pool - Utilities	100
Subtotal	<u>2,287</u>
Streets - Salaries	100
Streets - Salaries O/T	100
Streets - Health Insurance	100
Streets - Social Security	100
Streets - Medicare	100
Streets - Pension	102
Streets - Contractual Services	100
Streets - Clean-Up Wk Contract	100
Streets - Safety/Protective Gear	100
Streets - Equipment Maintenance	100
Streets - Vehicle Maint/Repairs	100
Streets - Street Maintenance	100
Streets - Building Rent	100
Streets - Insurance	(137)
Streets - Communications	100
Streets - Operating Supplies	100
Streets - Gasoline	100
Streets - Utilities - St Lighting	100
Streets - Principal - Capital	100
Streets - Interest - Capital	100
Streets - CAPITAL	100
Sub-total	<u>1,865</u>

Golf - Insurance	(34)
Golf - Merchandise Sales	5,000
Golf - Equipment Maintenance	4,500
Golf - Bldg & Grounds Maintenance	3,500
Sub-total	12,966

Water - Salaries	100
Water - Salaries O/T	100
Water - Health Insurance	3,604
Water - Retiree Health Insurance	100
Water - Social Security	100
Water - Medicare	100
Water -Pension	103
Water - Laundry Services	100
Water - Clothing Allowance	100
Water - Safety/Protective Gear	100
Water - Equipment Maintenance	100
Water - Vehicle Maint/Repair	100
Water - Service Maintenance	100
Water - Building Rent	100
Water - Insurance	(314)
Water - Communications	100
Water - Travel/Training	100
Water - Operating Supplies	100
Water - Chemicals	100
Water - Lab Operating Supplies	100
Water - Small Tools	100
Water - Utilities	100
Water - Gasoline	100
Water - Meters	100
Water - Capital Reserves	7
Water - Principal - Capital	100
Water - Interest - Capital	100
Water - Capital	100
Water - Operating Trsfr - General	(5,800)
Sub-total	0

Sew Coll - Professional Fees	100
Sew Coll - Safety/Protective Gear	100
Sew Coll - Equipment Maintenance	100
Sew Coll - Service Maint(Laterals)	100
Sew Coll - Building Rent	100
Sew Coll - Right Of Way Fees	100
Sew Coll - Insurance	100
Sew Coll - Operating Supplies	100
Sew Coll - Utilities	100
Sew Coll - Principal - Capital	100
Sew Coll - Interest - Capital	100
Sew Coll - CAPITAL	100
Sub-total	1,200

WWTF - Salaries	100
WWTF - Salaries O/T	100
WWTF - Health Insurance	100
WWTF - Social Security	100
WWTF - Medicare	100
WWTF - Pension	104
WWTF - Professional Fees	100
WWTF - Janitorial Services	100
WWTF - Laundry Services	(100)
WWTF - Safety/Protective Gear	100
WWTF - Equipment Maintenance	100
WWTF - Buildings & Grounds Maint	100
WWTF - Contract Lab Services	100
WWTF - Insurance	(420)
WWTF - Communications	100
WWTF - Dues	100
WWTF - Travel	100
WWTF - Office Supplies	100
WWTF - Operating Supplies	100
WWTF - Chemicals	100
WWTF - Lab Operating Supplies	100
WWTF - Utilities	100
WWTF - Gasoline	100
WWTF - Capital Reserves	100
WWTF - Principal - Capital	100
WWTF - Interest - Capital	100
WWTF - Bond Redemp/Fmha Prin	100
WWTF - Srf Principal	100
WWTF - Srf Interest	100
WWTF - Interest	100
WWTF - CAPITAL	100
WWTF - Operating Trsfr - General	(5,500)
Sub-total	(3,116)
Compost - Salaries	100
Compost - Salaries O/T	100
Compost - Health Insurance	100
Compost - Social Security	100
Compost - Medicare	100
Compost - Pension	100
Compost - Equipment Maintenance	100
Compost - Insurance	14
Compost - Chemicals	100
Compost - Bulking Agents	100
Compost - Laboratory Tests	100
Compost - Utilities	100
Compost - Gasoline	100
Compost - Capital Reserves	100
Sub-total	1,314

Elec - Salaries	100
Elec - Salaries - O/T	100
Elec - Health Insurance	100
Elec - Retiree Health Insurance	100
Elec - Social Security	100
Elec - Medicare	100
Elec - Pension	113
Elec - Professional Fees	100
Elec - Professional Fees (3 Transmission Poles)	27,000
Elec - Janitorial Services	100
Elec - Laundry Services	100
Elec - Safety/Protective Gear	100
Elec - Equipment Maintenance	100
Elec - Vehicle Maint/Repairs	100
Elec - Building & Grounds Maint	100
Elec - Copier Lease/Rent	100
Elec - Insurance	(1,048)
Elec - Communications	100
Elec - Dues	100
Elec - Travel	100
Elec - Office Supplies	100
Elec - Operating Supplies	100
Elec - Small Tools	100
Elec - Utilities	100
Elec - Demec Purchased Power	100
Elec - Gasoline	100
Elec - Operating Inventory	100
Elec - Operating Inventory (Ross Bus Pk)	24,595
Elec - Operating Inventory (3 Transmission Poles)	4,550
Elec - Christmas Lights	100
Elec - Meters	100
Elec - Transformers	100
Elec - Bad Debt	100
Elec - Capital Reserves	100
Elec - Principal - Capital	100
Elec - Interest - Capital	100
Elec - CAPITAL	100
Elec - Operating Trsfr - General	(2,265)
	<hr/>
Sub-total	56,145
Total Expenditures (Incr/ Decr)	264,767
Transfer from Reserves:	
Ross Bus Pk Reserves (Land Sales)	290,765
Balanced Budget - FY 2017	TOTAL
	<hr/> <hr/>
	0

N.B.3
6/17/16

SALISBURY DOOR AND HARDWARE, INC.

SALISBURY DOOR AND HARDWARE, INC.

8805 BI-STATE BLVD. DELMAR, MARYLAND 21875
P.O BOX 3338 SALISBURY MARYLAND 21802-3338
410-896-2000 FAX 410 -896-4442

***** BID NO 05 - 27 - 16 - 317 RE
* PROPOSAL OR CONTRACT *
***** MAY 27TH 2016
RE: QUOTE

CITY OF SEAFORD
SEAFORD, DE.

ATTN: MR. MIKE BAILEY

This Agreement is made between Salisbury Door And Hardware, Inc. (Hereinafter called "Seller") and the above party (hereinafter called "Buyer"). Seller agrees to furnish for the above project, and Buyer agrees to accept and pay for, the following provisions, including the CONDITIONS OF SALE attached.

AS PER YOUR REQUEST

WEST EMERGENCY EXIT
REMOVE CUSTOMERS EXISTING G-15 DOORS

FURNISH & INSTALL:

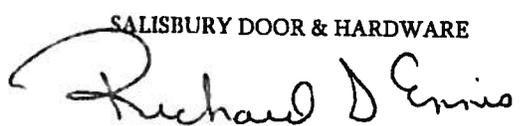
- ONE(1) PAIR OF STILE & RAIL HOLLOW METAL DOORS -16ga. -FULL GLASS LITE KIT - PRIME PAINTED
- TWO(2) PCS OF INSULATED CLEAR SAFETY GLASS WITH G-15 GRILLES
- TWO(2) HW FULL LENGTH / HALF SURFACE CONTINUOUS HINGES
- ONE(1) SET OF MEETING ASTRAGAL
- TWO(2) SWEEPS /DOOR BOTTOMS
- ONE(1) THRESHOLD
- REUSE CUSTOMERS EXISTING FRAME ,SURFACE VERTICAL ROD EXIT DEVICES, OUTSIDE TRIMS ,CLOSERS

FURNISHED & INSTALLED: \$ 5,350.00

PLEASE NOTE

- A) THIS QUOTE INCLUDES 16 ga. GALV. STEEL COMMERCIAL GRADE HOLLOW METAL DOORS.
- B) DOORS ARE PRIME PAINTED ONLY.
- C) GLASS IS 5/8" INSULATED CLEAR SAFETY GLASS WITH G-15 GRILLES.

TERMS: ** Net 30 Days** Subject to prior credit approval.
Tax is not included in prices unless noted otherwise.
No retainage allowed on deliver only material.
Void unless acceptance is received within Thirty (30) days.
No erection included unless noted above.
All Electric Power & Control Wiring by Others.
Erection work will be done according to A.I.S.C. specifications
All material that we offer from stock is for immediate acceptance and subject to prior sale.
DOORS & FRAMES ARE FACTORY PRIME PAINTED ONLY...

SALISBURY DOOR & HARDWARE

RICHARD D. ENNIS

ACCEPTED FOR: _____

BY: _____ DATE: _____
Name Title