| One Cent Rate Increase<br>From the Base Tax Rate | Rollback<br>0.0310 | 1st cent<br>0.0032<br>214,000 | 2nd Cent<br>0.0033<br>214,000 | 3rd Cent<br>0.0034<br>214,000 | 4th Cent<br>0.0035<br>214,000 | 5th Cent<br>0.0036<br>214,000 | 6th cent<br>0.00370<br>214,000 | 7th cent<br>0.00380<br>214,000 |
|---|---|---|---|---|---|---|---|---|
| Street and Alley Program reductions | 100,000 | 40,750 | 59,250 | | | | | |
| Library Part-time staffing increase | 16,671 | 16,671 | | | | | | |
| City Manager - Garrison Tract | 4,675 | 4,675 | | | | | | |
| City Manager - Space Needs Study | 4,675 | 4,675 | | | | | | |
| Actuarial Study | 3,740 | 3,740 | | | | | | |
| IT NaviLine | 54,942 | 54,942 | | | | | | |
| Playground Equipment | 50,000 | 50,000 | | | | | | |
| PW Eng - NPDES, Hepatitis B | 16,931 | 16,931 | | | | | | |
| Planning & Inspections Vehicles | 16,000 | 16,000 | | | | | | |
| City Manager - Connectivity | 5,610 | 5,610 | | | | | | |
| Planning - Inspector | 44,904 | | 44,904 | | | | | |
| Police - Access Control System | 77,340 | | 77,340 | | | | | |
| Transfer to Post Retirement Reserve | 150,000 | | 32,500 | | | 28,446 | 64,000 | 36,000 |
| Reduced transfer from Water/Wastewater | 398,016 | | | 163,000 | 214,000 | | | |
| Grounds - Park Maintenance | 51,017 | | | 51,017 | | | | |
| Police Quality of Life Task Force/Promotion | 140,685 | Wait To See what Redlight Does | | | | 140,685 | | |
| Planning - Planner | 44,869 | | | | | 44,869 | | |
| Transfer to Capital Asset Reserve | 150,000 | | | | | | 150,000 | |
| Reduced transfer from Electric for Street lights | 178,022 | | | | | | | 178,000 |
| Police - Building Security | 59,939 | Wait for Grant from Homeland Security Good chance | | | | | | |
| Assessor Scanning | 10,000 | Not sure cannot do within program\re-org of tax office | | | | | | |
| Stagemobile | 45,000 | Wait one year | | | | | | |
| Transfer to Parkland Reserve | 100,000 | Wait to see how state grant goes, also some income from land sales | | | | | | |
| | 1,723,036 | 6 | 6 | -17 | 0 | 0 | 0 | 0 |

EXHIBIT #1
SPECIAL COUNCIL MINUTES
MAY 11, 12, 18, AND 19, 2005

**UPDATED MAY 19, 2005**

| One Cent Rate Increase From the Base Tax Rate | Rollback 0.0310 | TRANSFER TAX ADJUSTMENT | | | 1st cent 0.0032 214,000 | 2nd Cent 0.0033 214,000 | 3rd Cent 0.0034 214,000 | 4th Cent 0.0035 214,000 |
|---|---|---|---|---|---|---|---|---|
| Street and Alley Program reductions | 100,000 | 40,750 | 59,250 | | | | | |
| Library Part-time staffing increase | 16,671 | 16,671 | | | | | | |
| City Manager - Garrison Tract | 4,675 | 4,675 | | | | | | |
| City Manager - Space Needs Study | 4,675 | 4,675 | | | | | | |
| Actuarial Study | 3,740 | 3,740 | | | | | | |
| IT NaviLine | 54,942 | 54,942 | | | | | | |
| Playground Equipment | 50,000 | 50,000 | | | | | | |
| PW Eng - NPDES, Hepatitis B | 16,931 | 16,931 | | | | | | |
| Planning & Inspections Vehicles | 16,000 | 16,000 | | | | | | |
| City Manager - Connectivity | 5,610 | 5,610 | | | | | | |
| Planning - Inspector | 44,904 | | 44,904 | | | | | |
| Police - Access Control System | 77,340 | | 77,340 | | | | | |
| Transfer to Post Retirement Reserve | 150,000 | | 32,500 | | 55,131 | 62,369 | | |
| Reduced transfer from Water/Wastewater | 398,016 | | | 263,000 | 114,000 | | | |
| Grounds - Park Maintenance | 51,017 | | | 51,017 | | | | |
| Police Quality of Life Task Force/Promotion | 140,685 | Wait To See what Redlight Does | | | | 140,685 | | |
| Planning - Planner | 44,869 | | | | 44,869 | | | |
| Transfer to Capital Asset Reserve | 150,000 | | | | | | 150,000 | |
| Reduced transfer from Electric for Street lights | 178,022 | | | | | | 74,946 | 36,000 |
| Police - Building Security | 59,939 | Wait for Grant from Homeland Security Good chance | | | | | | |
| Assessor Scanning | 10,000 | Not sure cannot do within program\re-org of tax office | | | | | | |
| Stagemobile | 45,000 | Wait one year | | | | | | |
| Transfer to Parkland Reserve | 100,000 | Wait to see how state grant goes, also some income from land sales | | | | | | |
| | 1,723,036 | | | | 0 | 10,946 | -10,946 | 178,000 |

EXHIBIT #2
SPECIAL COUNCIL MINUTES
MAY 11, 12, 18, AND 19, 2005

# City of Dover Pay-for-Performance

## WHAT IS PAY FOR PERFORMANCE (P.F.P.)?

**Pay-for-Performance is a system for awarding pay increases to non-bargaining employees based on:**

- Employee performance in reaching goals and objectives and their performance in Core Competencies
- Employee's position in the Pay Plan (Example: below market, at market, above market)
- Salary increases based on market studies

EXHIBIT #3
SPECIAL COUNCIL MINUTES
MAY 11, 12, 18, AND 19, 2005

# Pay-for-Performance

*(continued)*

## Human Resources Director Recommendation

- Analysis of the Market Survey recommends:
  - 3.5 percent Average Market increase for Fiscal Year 2006

(Here's why...)

# Pay-for-Performance

*(continued)*

## Market Analysis for Projected Increases

| | Fiscal Year 2005 | Fiscal Year 2006 |
|---|---|---|
| City of Dover, Non-Bargaining | 4.5 percent increase | 3.5 percent increase (proposed) |
| Kent County | 4.0 percent increase | 4.0 percent increase |
| City of Newark | 3.5 percent increase | 3.5 percent increase |
| Ocean City, MD | 2.5-6.5 percent (2.5 percent COLA + up to 4.0 percent increase Step) | 3.0 percent Midpoint Adjustment |
| FOP | 3.0 percent increase | 3.0 percent increase |
| IBEW | 3.0 percent increase | 2.5 percent increase |

# Pay-for-Performance

*(continued)*

## Market Analysis Also Proposes Increase in Labor Grade Ranges by 3.5 percent

- Note:
  - This is **not** added on top of the P.F.P. increase
  - It establishes the job ranges for new employment
  - It determines whether current employees are ranked below market, at market, or above market

# Pay-for-Performance

*(continued)*

## The 3.5 percent market increase is applied to the employee "At Market" who scored "Good."

| | OVERALL SCORE | | ADJUSTMENT | | | |
|---|---|---|---|---|---|---|
| | From | To | Employee Below Market | Employee At Market | Employee Above Market | Employee Above Maximum |
| **Unsatisfactory** | 10 | 15 | 0 | 0 | 0 | 0 |
| **Needs Improvement** | 16 | 25 | 0 | 0 | 0 | 0 |
| **Good** | 26 | 35 | **6.50%** *(8)* | **3.50%** *(16)* | **3.00%** *(12)* | **2.50%** *(0)* |
| **Commendable** | 36 | 45 | **7.00%** *(16)* | **4.00%** *(16)* | **3.50%** *(9)* | **3.00%** *(1)* |
| **Outstanding** | 46 | 50 | **7.50%** *(1)* | **4.50%** *(0)* | **4.00%** *(0)* | **3.50%** *(0)* |

*Note: Currently there are 25 non-bargaining employees below market, 32 in the market range, and 21 in the above market range. Only one non-bargaining employee is above maximum.*

P.F.P Salary Calculation Worksheet – Adopted by City Council on _____