CITY OF DOVER

Fiscal Year 2004/05 Capital Investments Plan

- The CIP is a five-year plan for capital projects whose value is $10,000 or greater. Projects in the first year of the five-year CIP are included in the operating budget. The sections of the CIP are as follows:
  - Project Development – all funds
  - General Fund projects
  - Electric Fund projects
  - Water/Wastewater Fund projects
  - Vehicle Replacements – all funds

- The Project Development category contains projects in the concept phase. This category serves as a "bookmark" until the project has been fully scoped with respect to need, cost, timeline, and priority.

CITY OF DOVER

What Is New with the Fiscal Year 2004/05 CIP

- A Project Number has been or will be assigned to each project. This allows for better internal tracking. Equipment purchases will not receive a project number as they have in previous years.
- The financing section for projects has been re-formatted and now includes a “Prior to 2005” and “After 2009” columns. This change provides consistency in formatting among the Financing, Impact on Operating Budget, and Five-Year Cost Breakdown Schedule.
- There are 23 new projects in the five-year CIP, 16 of which are in Fiscal Year 2004/05.
- There are two dropped projects in the five-year CIP, one of which is in Fiscal Year 2004/05.

Status of Fiscal Year 2003/04 CIP Projects

All 2003/04 vehicle purchases have been completed. Of the 50 CIP projects in the 2003/04 CIP, 17 are complete and 21 are on track.

The status of the 12 remaining is as follows:

- Hanson House Preservation Program – going out to bid this week; completion in fall 2004
- Police Heating/Ventilation/Air Conditioning Computer System Upgrade – proposal for rescheduling
- U.S. 13 East Sanitary Sewer Interceptor – deferred to 2004/05 CIP
- Puncheon Run Motor Control and Pump Replacement – design completed; project deferred to 2004/05 and 2005/06
- Walker Road Pump Station Upgrade – design completed; completion in fall 2004
- Water System Master Plan Update – project has been started; completion in summer 2004
- Division Street Water Main Upgrade – project has been started; completion in fall 2004
- 230 KV Tie with Conectiv – project has been started; completion in summer 2004
- Replace CAMA Tax Software – project will be completed in summer 2004
- North Dover Athletic Complex, Pool – dropped
- Police Server Upgrade for CAD/RMS – dropped; pursuing a grant for 2004/05
- North State St./Rt. 13 Wire replacement -- dropped

CITY OF DOVER

TOTAL CITY REVENUE SUMMARY
2005 CIP VERSUS 2004 CIP
Prepared as of 05/10/04

Revenue Requirement Fund	Proposed 2004/05	Budget 2003/04	Difference
General Fund	$1,467,325	$1,173,497	$293,828
Community Transportation Fund	500,000	500,000	0
Transportation Enhancement Grant	0	216,000	(216,000)
Water/Wastewater Fund	1,138,130	2,019,065	(880,935)
Bond Financing	1,175,000	0	1,175,000
Electric Improvement and Extension Fund	2,064,476	10,696,244	(8,631,768)
State Grant	247,000	280,000	(33,000)
Other (Preservation DE, Calvary Baptist Church, Wilmington College, Duke)	0	2,005,000	(2,005,000)
Parkland Fund	0	20,000	(20,000)
Federal Grant	545,000	170,000	375,000
Impact Fee Reserve	75,000	175,000	(100,000)
State Reimbursement	0	198,958	(198,958)
Total Revenue Requirement for FY 2004/05	**$7,211,931**	**$17,453,764**	**$10,241,833**

CITY OF DOVER

NEW PROJECTS INTRODUCED FOR FISCAL YEAR 2005

Prepared as of 05/10/04

PROJECT	TOTAL PROJECT COST FOR FY 2005
General	
Fire	
Replacement of Utility Vehicle	$37,000
Information Technology	
Information Technology Long Range Plan Implementation	185,000
Wireless Networking	18,925
Parks and Recreation	
Dover Park Enhancement (State Match)	60,000
Mayfair Park Playground	20,000
St. Jones River Multi-Use Trail and Bridge Replacement	117,000
Richardson Park Fence Replacement	15,000
	$452,925
Water/Wastewater	
Inflow/Infiltration Removal	$75,000
Cast Iron Main Replacement/Lining	50,000
	$125,000

NEW PROJECTS INTRODUCED FOR FISCAL YEAR 2005

Prepared as of 05/10/04

(continued)

PROJECT	TOTAL PROJECT COST FOR FY 2005
Electric	
Electric Administration Building UPS	$23,000
Electric Department Relay Test Set	60,000
Printer/Plotter	19,576
Pole Inventory System	160,000
Outage Reporting System	35,000
PTW Power Supply System Analysis Software	23,000
Radio Read Meter Change Out	195,000
Heart Start ADS	27,000
	$542,576
Vehicles	
Police - #244, 2005 Ford Crown Victoria	$25,118
Police - #272, 2005 Ford Econoline Van	17,313
Electric T&D - #759, 2005 40' Bucket Truck	86,000
Electric T&D - #794, 2005 3/4-Ton 4x4 Pick-Up	20,000
	$148,431

CITY OF DOVER

PROJECTS DELETED OR DEFERRED BY BUDGET TEAM FOR FISCAL YEAR 2005 CIP

Prepared as of 05/10/04

Category	Project	Amount	Description	Reason
General	Integrated Credit Card Processing	$18,490	Deleted	Will be completed by in-house staff.
	Westside Recreation Center	1,300,000	Deferred	Deferred for further planning and to develop a financial strategy.
	Branch Library	1,140,000	Deferred	Deferred for further planning and to develop a financial strategy.
	5 East Reed Street Parking Lot Rehabilitation	45,000	Deleted	Incorporated into the 2005 Street Program.
Subtotal		$2,503,490		
Water	Dupont Manor Commercial District Water System Expansion	$25,000	Deferred	Deferred due to resource limitations.
	Southwest Water Loop	200,000	Deferred	Deferred due to resource limitations.
Subtotal		$225,000		
Electric	Mayfair to Mid City	$650,000	Deferred	Deferred due to resource limitations.
	Replacement of 69 KV Breakers	300,000	Deferred	Deferred due to resource limitations.
	Kesslering Feeder	135,879	Deferred	Deferred due to resource limitations.
	System Operations Automation	38,000	Deferred	Deferred due to resource limitations.
Subtotal		$1,123,879		

CITY OF DOVER

PROJECTS DELETED OR DEFERRED BY BUDGET TEAM FOR FISCAL YEAR 2005 CIP

Prepared as of 05/10/04

(continued)

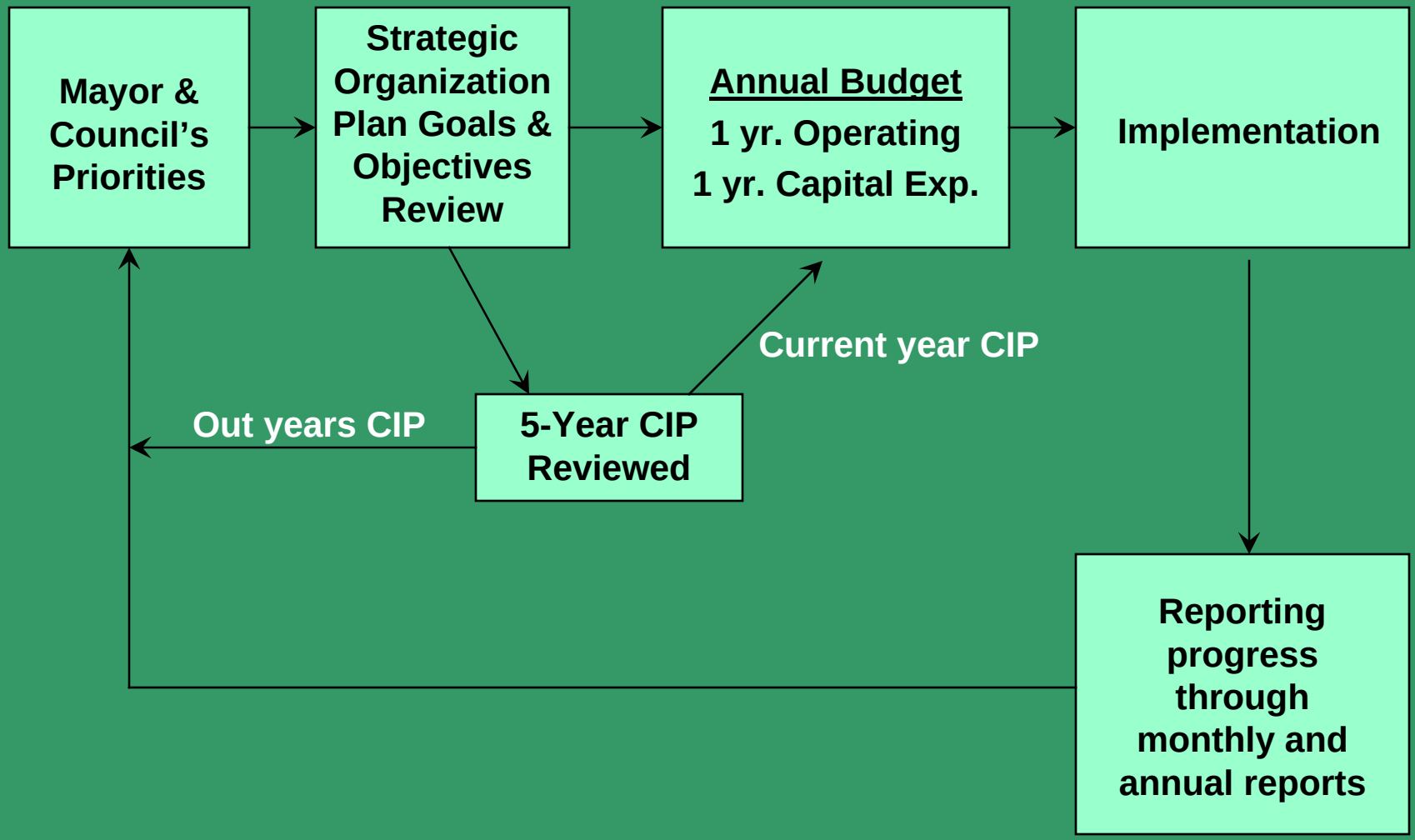
Category	Project	Amount	Description	Reason
Vehicles	Grounds - #555, Truck	$16,000	Deferred	Deferred due to condition of equipment.
	Grounds - #552, 1-Ton Truck	32,899	Deferred	Deferred due to condition of equipment.
	Planning/Inspections - #3, Auto	16,000	Deferred	Deferred due to condition of equipment.
	Sanitation - #445, Rear Loader	92,000	Deferred	Deferred due to condition of equipment.
	Sanitation - #452, Rear Loader	110,000	Deferred	Deferred after discussion with Department.
	Streets - #319, Case Backhoe	65,000	Deferred	Deferred due to condition of equipment.
	Streets - #326, Dump Truck	75,000	Deferred	Deferred due to condition of equipment.
	Wastewater - #692, Vacuum Truck	215,000	Deferred	Deferred after discussion with Department.
	Meter Reading - #154, Truck	16,000	Deferred	Deferred due to condition of equipment.
	Electric Eng. - #790, Truck	16,637	Deferred	Deferred due to condition of equipment.
	Electric Eng. - #9, Truck	16,637	Deferred	Deferred due to condition of equipment.
	Electric Eng. - #7, Auto	14,127	Deferred	Deferred due to condition of equipment.
	Electric Eng. - #785, Truck	13,648	Deferred	Deferred due to condition of equipment.
	Electric Eng. - #749, Truck	20,951	Deferred	Deferred due to condition of equipment.
Subtotal		**$719,899**		
Total		**$4,572,268**		**$63,490 was deleted; $4,508,778 was deferred.**

City of Dover

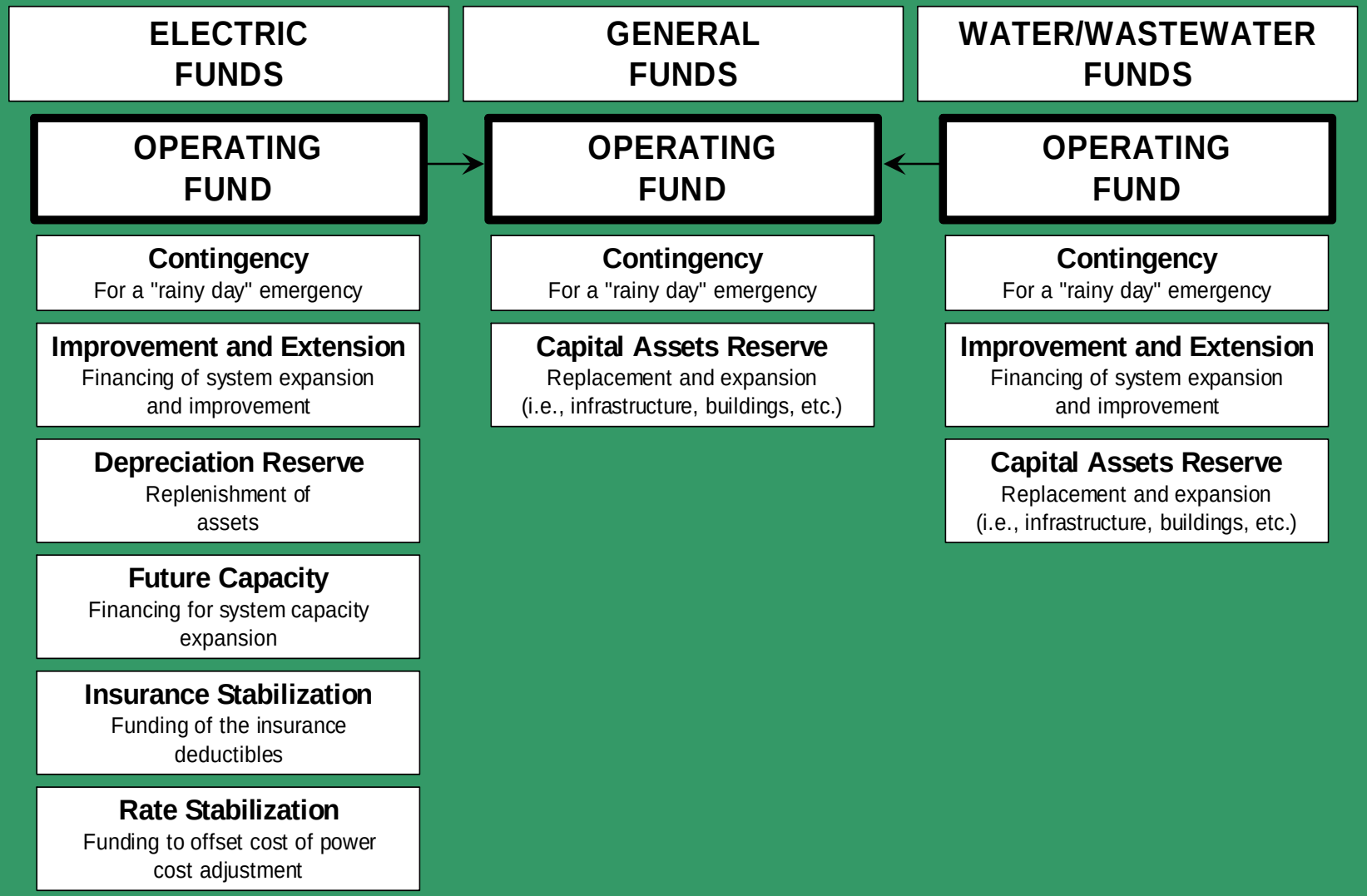
2004/05 Budget Presentation

- Budget Cycle
- Family of Funds
- Budget Environment and Challenges
- Carry Forward Goals
- General Fund
- Water/Wastewater Fund
- Electric Fund
- Pay-for-Performance

The Budget Cycle



Dover Family of Funds



Budget Environment

External

- National economic environment shows signs of recovery, but not as favorable as in the mid to late 1990s
- Less grants from Federal and State budgets
- This economy means interest income is still low
- Poor performance for pension plan results in increased pension contribution cost for the City
- High cost of medical care creates upward pressure on health benefit (retirees and employees)
- GASB rules will soon require funding of our post-retirement benefits. Estimated expense equals $1.9 million per year. We have funded $900,000.

Budget Environment
(continued)

Internal

- Financial policy requires maintenance of carry forward balances, prohibits deficit spending
- Continued vehicle lease payment ($345,378 annually) from Fiscal Year 2001/02
- Major water consumer reducing water consumption processes
- Brown water issue
- Increased costs to Kent County for wastewater treatment
  - -- inflow infiltration
  - -- corrected metering at Kent County Pump Station #3
- Increased purchase power costs per D/FD contract

Budget Challenges

Pension

	FY 2004 Revised	FY 2005
• General Pension Rate	14.60%	21.52%
• Pension Costs City-wide	$1,832,851	$2,448,910

Budget Challenges
(continued)

Healthcare Costs

	FY 2004 Revised	FY 2005
• Increase City-wide	15.50%	13-15%
• Healthcare Costs City-wide	$2,055,927	$2,518,804

Budget Challenges
(continued)

	2004 Budget	2004 Rev.	2005 Proj.
• Kent County Treatment Chg.	$2.9 million	$3.7 million	$3.6 million
• Purchase Power – DLD	$38.6 million	$37.4 million	$40.5 million
• Street Lights charged to Gen. Fund	$0	$460,000	$460,000

This Budget Accomplishes...

- No reduction in programs or services
- No property tax increase
- No increase in basic electric rates
- No trash fee increase

How Do We Accomplish This?

- New revenue sources for the General Fund
  - Civil Traffic Penalties
  - Court of Chancery Fees
- Budget Team cut budget requests by $720,225
- Adjust Purchase Power Cost Adjustment to electric rate
- Allowable fund transfers eight percent of Electric and Water/ Wastewater Fund revenues
- Eliminated the declining block rate structure for water - $110,000
- Increased the Wastewater rate by $.25 - $389,000

Fiscal Year - 2003/04 Carry Forward

Carry forward meets requirement!

	Original	Proposed Estimate
• General Fund	$ 1,654,816	$ 2,644,445
• Water/Wastewater Fund	$ 1,609,194	$ 969,422
• Electric Fund	$ 2,876,612	$ 3,971,444

General Fund

Top Revenue Streams

• Property Tax	$7,396,454
• Electric Enterprise Fund Transfer	$5,463,008
• Intrafund Service Receipts Electric	$3,698,655
• Business Licenses and Permits	$1,953,900
• Transfer Tax	$1,400,000
• Intrafund Service Receipts Water/WW	$ 998,487
• Trash Fees	$ 950,000

Top Expense Departments

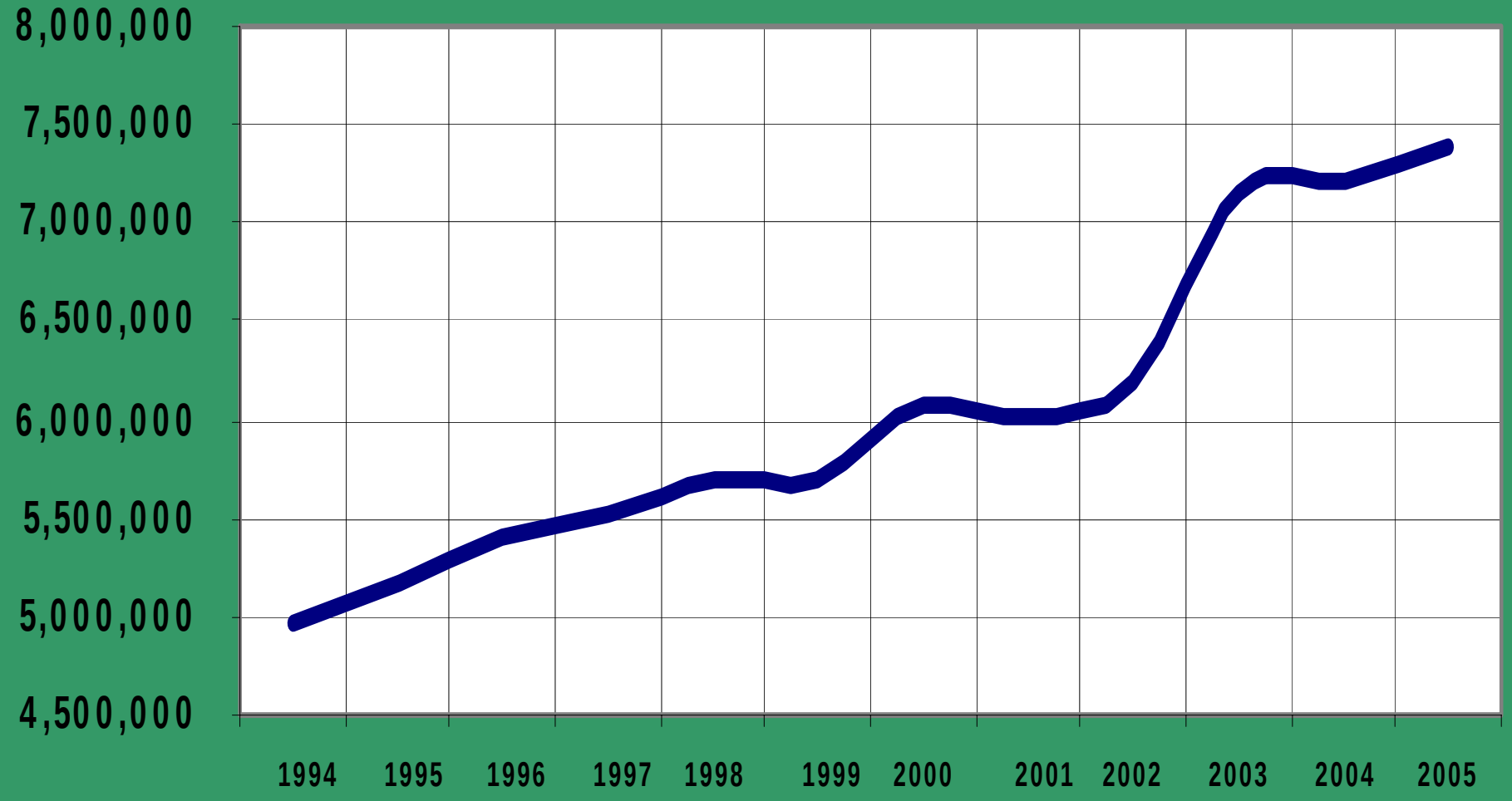
• Police	$9,663,425
• Sanitation	$1,948,318
• Streets	$1,199,936
• Administrative Services	$1,024,773
• Facilities Management	$ 993,020
• Information Technology	$ 949,654
• Grounds Maintenance	$ 938,038
• Library	$ 931,406

2004/05 Top Five CIP Projects

Name	Dollars	Fund
1. Street and Alley Program	$850,000	General Fund, Community Transportation Fund
2. Police Radio System Upgrade	$375,000	Federal Grant
3. Annual Contributions to Robbins Hose Co.	$253,000	General Fund
4. Police Server Upgrade for CAD/RMS	$200,000	General Fund, Federal Grant
5. Information Technology Long Range Plan Implementation	$185,000	General Fund

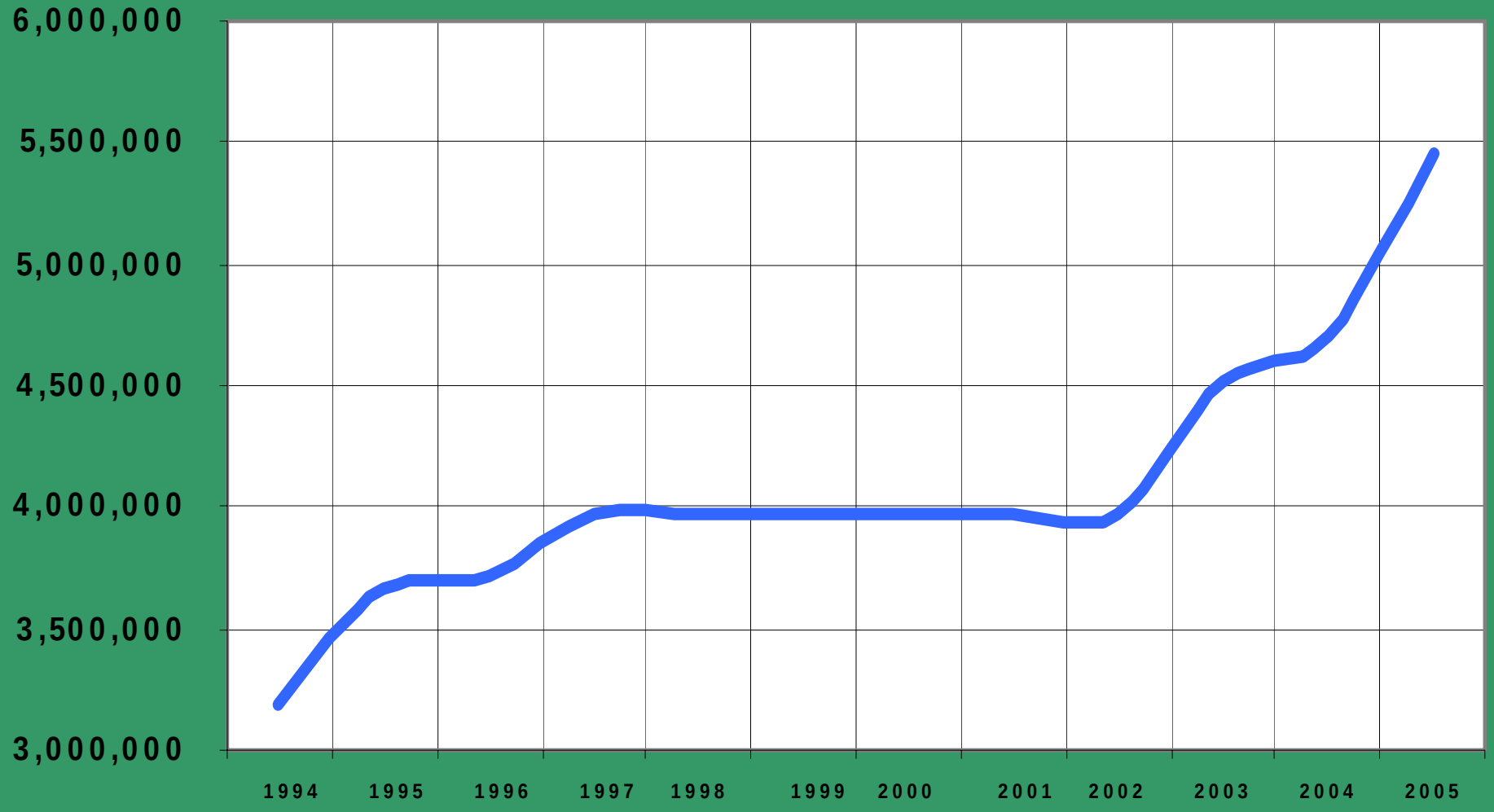
General Fund Trend Data

Property Taxes



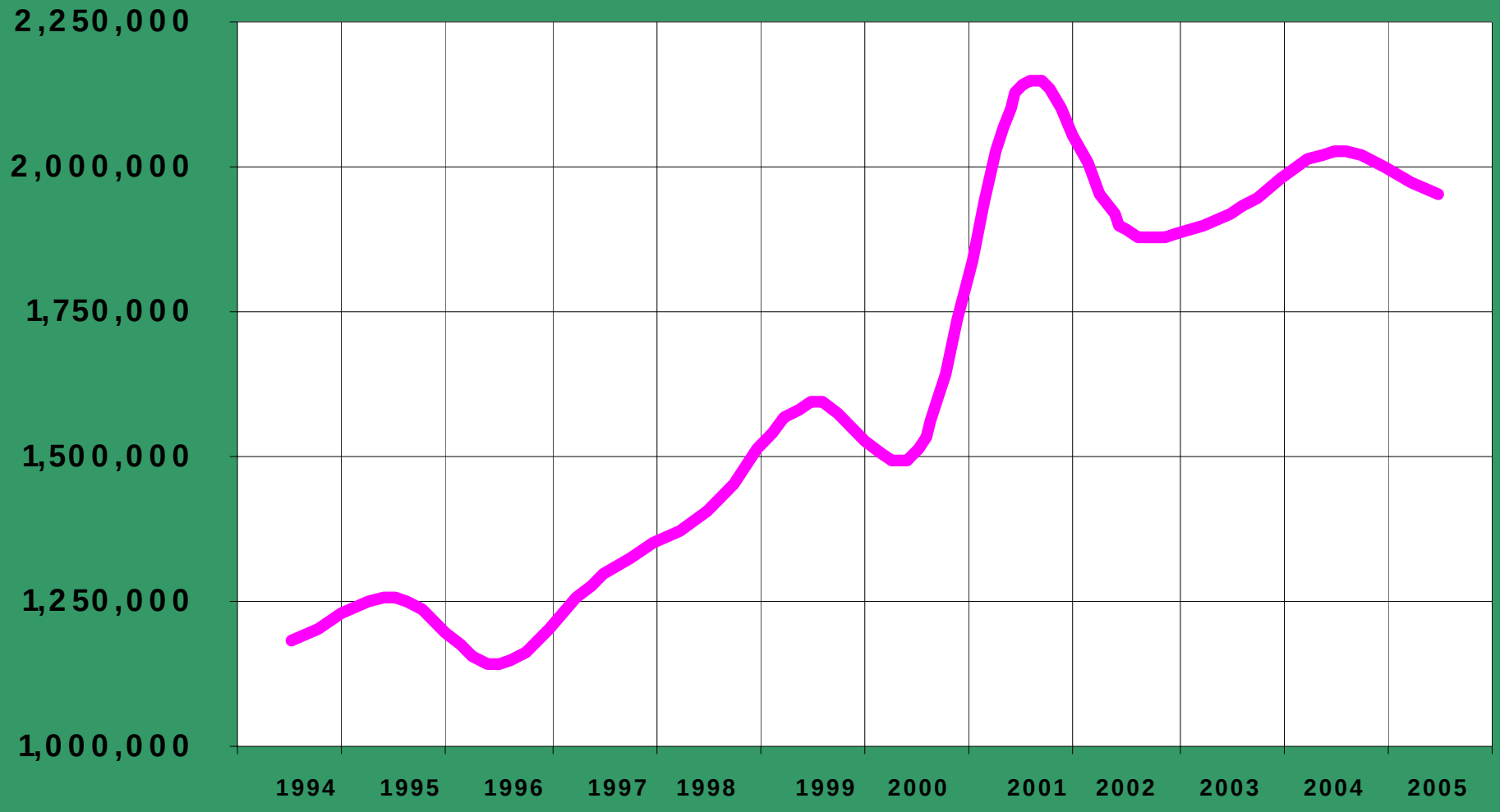
General Fund Trend Data

Electric Fund Appropriation



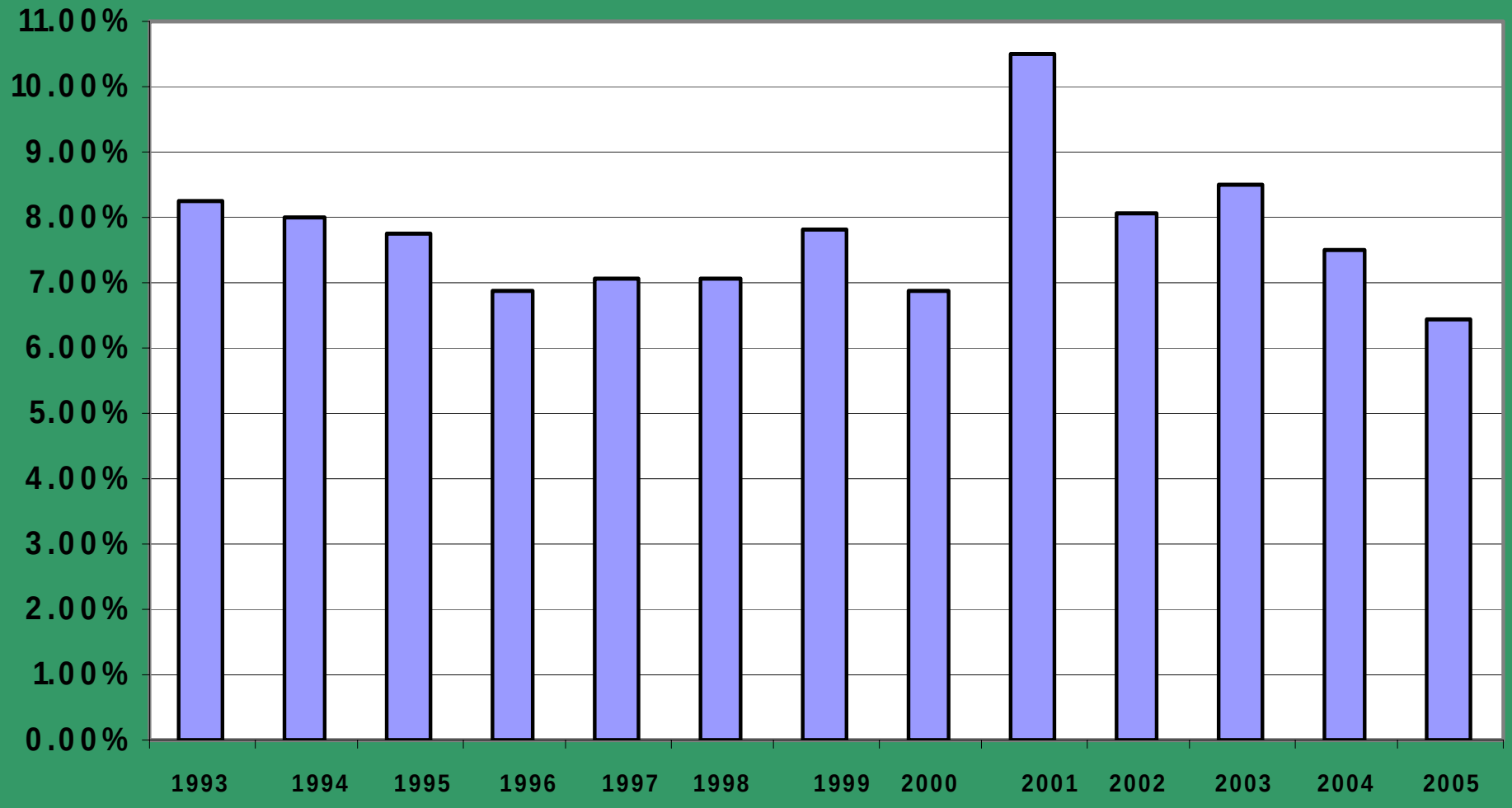
General Fund Trend Data

Licenses and Permits



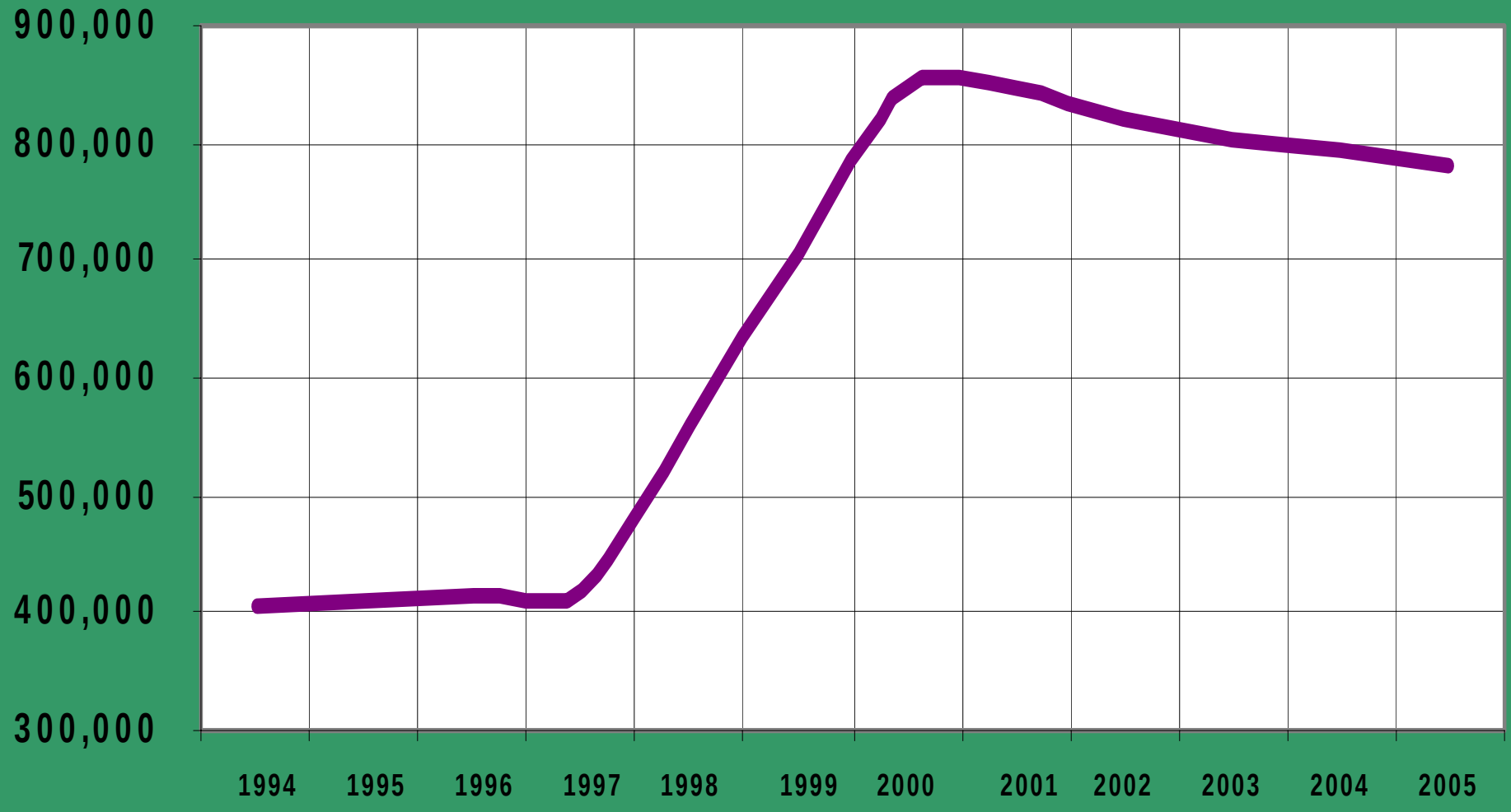
General Fund Trend Data

Percentage of Licenses to General Fund



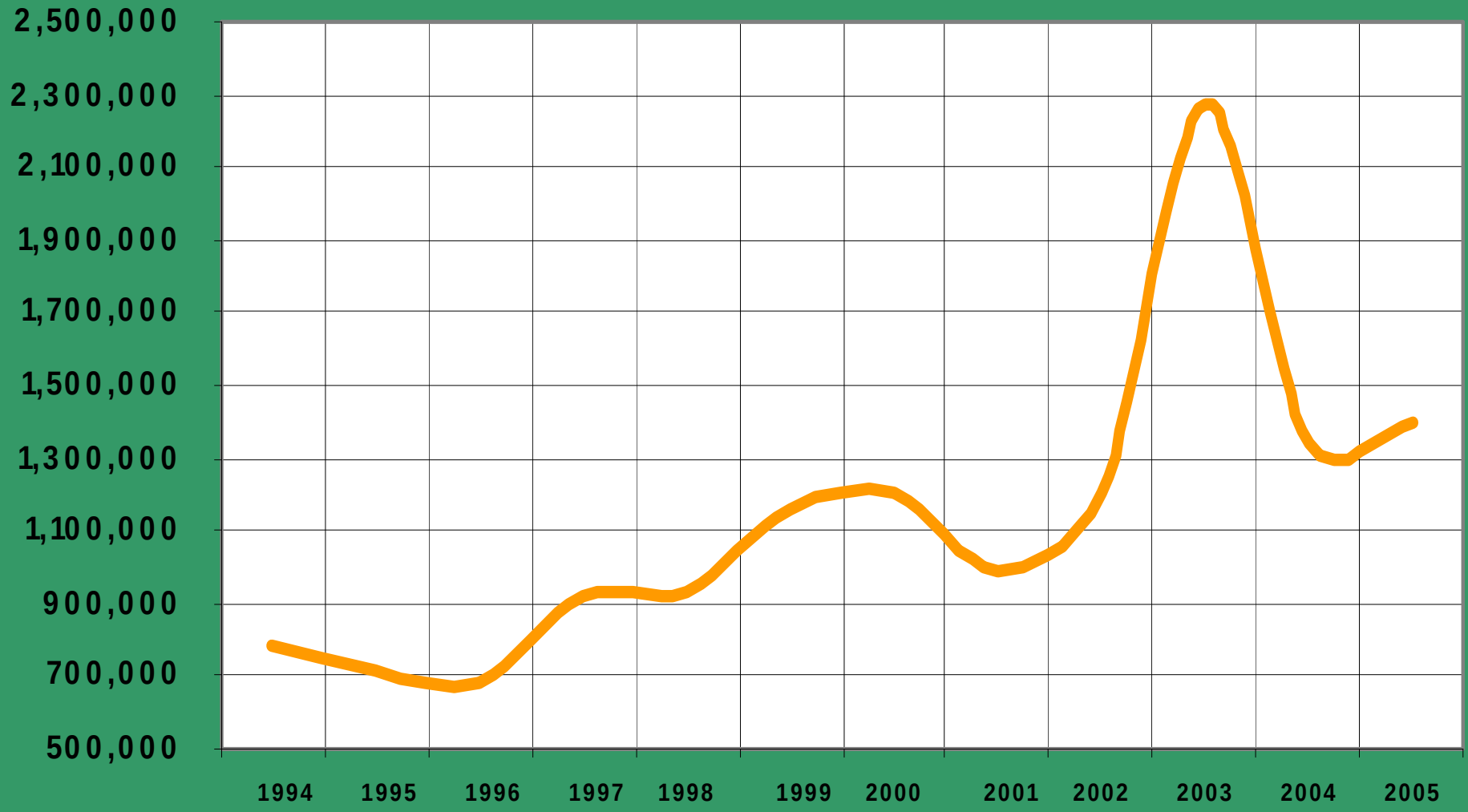
General Fund Trend Data

Municipal Street Aid



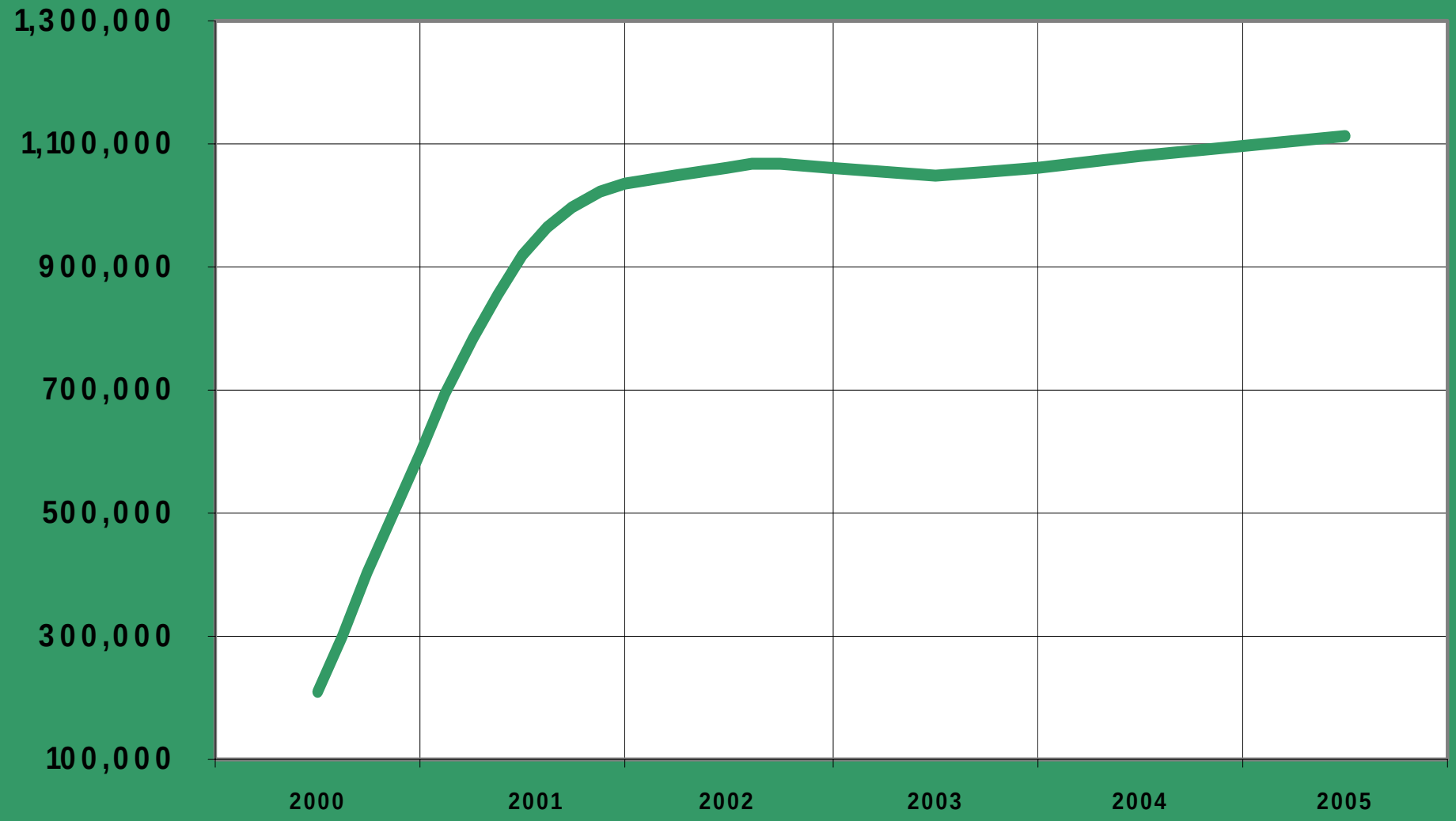
General Fund Trend Data

Transfer Tax



General Fund Trend Data

Sanitation Fees



Fiscal Year 2004/05 - General Fund

Revenue	**$30,211,628**
Expense	**$27,606,772**
Balance Carry Forward:	**$ 2,604,856 – 10.91% (Goal - 8%)**

Revenue Includes

- **$2,644,445 – Prior year balance**
- **$7,396,454 – Property tax**
- **$ 480,000 – Court of Chancery Fees**
- **$ 800,000 – Civil Traffic Penalties**
- **$ 848,016 – Appropriation - Water/Wastewater Fund**
- **$5,463,008 – Appropriation - Electric Fund**
- **$ 998,487 – Water Intrafund Service Fees**
- **$3,698,655 – Electric Intrafund Service Fees**

Fiscal Year 2004/05 - General Fund

(continued)

Expenses

- Includes Street Lights expense - $460,000
- Transfers $600,000 to Post Retirement Benefits Reserve
- Three new positions
  - Assistant Finance Director
  - Mechanic I
  - GIS Coordinator
- Three percent increase for FOP bargaining unit
- $174,191 budgeted for zero-to-five percent increase for non-bargaining employees
- No increase for IUE – contract has not been settled
- Excludes $369,949 in requests from General Fund departments

Budget Adjustments

as of May 19, 2004

Fiscal Year	Department Description	Department	Ele/Obj	Description	Increase	Decrease	Overall
2004		110-1500-525	20-26	Program Expenses/Supplies	0	(7,350)	0
2004	Police	110-1700-541	40-28	Computer Hardware - HVAC	0	(18,500)	0
2004	Facilities Management	110-2500-552	40-31	City Hall Roof Repairs Construction - deferred	0	(71,000)	0
2004	Central Services	110-2700-571	40-31	Central Services Roof Repairs Construction - deferred	0	(45,000)	0
2004	**Subtotal**				**0**	**(141,850)**	**(141,850)**
2005	Library	110-1500-523	20-32	Cameras	0	(9,999)	0
2005	Police	110-1700-543	10-99	Salary and Benefits	18,017	0	0
2005	Assessor	110-1300-513	30-31	Contractual Services	0	(63,750)	0
2005	Assessor	110-1300-513	30-44	Agency Billing/Temporary Help	12,000	0	0
2005	Facilities Management	110-2500-552	40-31	City Hall Roof Repairs Construction - rebudgeted	46,500	0	0
2005	Central Services	110-2700-571	40-31	Central Svcs Roof Repairs Construction - rebudgeted	84,300	0	0
2005	**Subtotal**				**160,817**	**(73,749)**	**87,068**
Total					**160,817**	**(215,599)**	**(54,782)**

Water/Wastewater Fund

Top Revenue Sources

• Water Fees	$3,962,500
• Wastewater Fees	$2,931,810
• Wastewater Adjustment Fees	$2,788,875
• Impact Fees	$ 665,000
• Water Tank Space Leasing	$ 240,102

Top Expenses

• Kent County Treatment Charge	$3,600,000
• Intrafund Service Fees	$ 998,487
• Wastewater Debt Service	$ 872,552
• Water Department	$ 865,572
• Water Debt Service	$ 748,259
• Wastewater Department	$ 727,539
• Water Treatment Plant	$ 611,556

2004/05 Top Four CIP Projects

Name	Dollars	Fund
1. U.S. 13 East Sanitary Sewer Interceptor	$875,000	Bond Financing
2. Puncheon Run Motor Control and Pump Replacement	$500,000	Water/Wastewater Fund
3. Division Street Water Main Upgrade	$300,000	Bond Financing
4. Walker Road Pump Station Upgrade	$158,000	Water/Wastewater Fund

Fiscal Year 2004/05 - Water/Wastewater Fund

- Revenue $11,911,339
- Expense $10,275,428
- Balance Carry Forward: $ 1,635,911 – 14.95% (Goal - 10%)

Revenue Includes

- Elimination of the declining block rate structure for water - $110,000
- Increase of the Wastewater rate by $.25 - $389,000

Expenses

- Begins tentative implementation of Ten Point Plan to remedy brown water
- Begins five-year phase-out of Kent County wastewater deficit
- Transfers $100,000 to Post Retirement Medical Benefits Reserve
- Carry Forward meets requirement
- $848,016 to General Fund (transfer increase of $17,016)
- $11,715 in budget cuts

Electric Fund

Top Revenue Sources

• Direct Sales to Customers	$55,633,802
• Purchase Power Adjustment	$ 4,934,544
• Utility Tax	$ 1,182,367
• Miscellaneous Revenue	$ 496,000
• Rent Revenue	$ 170,885
• Interest Earnings	$ 120,000

Top Expenses

• Purchase Power	$40,555,237
• Transfer to General Fund	$ 5,463,008
• Intrafund Service Fees	$ 3,698,655
• Transmission and Distribution	$ 2,963,771
• Debt Service	$ 2,623,372
• Transfer to Future Capacity	$ 2,000,000
• Electric Engineering	$ 1,710,053

2004/05 Top Five CIP Projects

	Name	Dollars	Fund
1.	New Developments/ Upgrades	$510,000	Improvement and Extension Fund
2.	69 KV - Vansant to Mayfair	$300,000	Improvement and Extension Fund
3.	Whiteoak 69 KV Rebuild	$273,900	Improvement and Extension Fund
4.	4 KV to 12 KV Upgrade	$214,000	Improvement and Extension Fund
5.	Distribution Upgrades	$200,000	Improvement and Extension Fund

Fiscal Year 2004/05 - Electric Fund

- Revenue $66,509,042
- Expense $62,664,076
- Balance Carry Forward: $ 3,844,966 - 6.14% (Goal - 5%)

Revenue Includes

- $3.82/750 kWh increased power cost adjustment
- Represents the power cost increase in Duke agreement
  - Represents a $45.84 annual increase for 750 kWh/month user
  - Dover remains competitively priced within the market

Expenses

- Transfers $200,000 to Post Retirement Medical Benefits Reserve
- Includes $761,344 increase in appropriation to General Fund, $460,000 of which is for Street Lights expense
- Includes two and one half percent increase for IBEW bargaining unit per contract
- Adds new position of Engineering Fieldman
- Budgets overlapping salary for new Electric Director
- Excludes $338,561 in salary/operating expense requested for Electric

EXHIBIT 3
COUNCIL MINUTES 05/18/04

ROBBINS HOSE COMPANY No. 1

DOVER'S VOL. FIRE DEPT.
Since 1882

RECEIVED

April 24, 2004

APR 26 2004

Mayor/City Manager

Dear Mr. DePrima,

During the past year, the Robbins Hose Company as you know has been working with the Becker Morgan Group to device a plan to increase our space, meet the current and future needs of the department and bring Fire Station 1 in compliance with several safety problems which we currently have.

We have developed a plan with an estimated cost of 2.5 million dollars with the hope of beginning the project in March 2005. The Robbins Hose Company is prepared to incur the total cost of this project and all future operating cost do to the expansion of the building.

During your April inspection we discussed the possible need for the City of Dover to assist the Robbins Hose Company with apparatus payments for Rescue 1 and Ladder 1 in order for the Company to be able to afford a building project. After discussion with the Board of Directors we are requesting the following increase during the following budget years for Ladder 1 and the Rescue.

FY-05 $60,000.00
FY-06 $25,000.00
FY-07 $25,000.00
FY-08 $25,000.00

With the increase in FY-05 we will be able to completely payoff Rescue 1, the Ladder Truck would be paid off in FY-08. All other apparatus replacement would be according to our current Capital Improvements Plan with the City of Dover.

I know that we are late into the budget process and that a request such as this is not normal and probably not well appreciated do to it's timing, however I ask your support and understanding in this matter. I have recently "since the election's" spoken with a few councilpersons who I believe would probably support this in the budget with your support.

The completion of this Fire Station is not only an investment in the Robbins Hose Company; it's an investment in the City of Dover; its firefighters and the downtown community that it serves.

I will be at a Fire Department conference in Indianapolis until Friday. You may email me or call my cell at 242-7311 if you have any further questions.

Yours In Service,

Brian F. Bashista
Fire Chief

103 South Governors Avenue • Dover, Delaware 19904
Headquarters: (302) 736-7168 • Fire Chief's Office: (302) 736-7167 • FAX: (302) 736-7166

EXHIBIT 4
COUNCIL MINUTES 05/18/04

PrimeCare Medical Transport, LLC.

P.O. Box 839
Milford, DE 19963
302-422-0900
Fax: 302-422-1082

April 20, 2004

Mr. DePrima
City of Dover
P.O. Box 475
Dover, DE 19903-0475

Re: Cost proposal

Dear Mr. DePrima:

Thank you for the opportunity to provide you with this proposal for additional ambulance coverage. We are looking forward to providing our services and working with the City of Dover. We have considered the different ways to come to an accurate figure for providing a second ambulance for your requested shifts and also consulted with our accountant to come to a proposal that would be cost effective for all of us.

Based on your requested shifts we can provide you with two fee schedules. We would like to offer our services for the second ambulance, for the cost of the employees, for one year, for the 12 a.m. - 7 a.m., and 6 p.m. - 7 a.m. shifts. This would provide the city with a second crew and ambulance that would be available for these shifts. This fee only covers the actual employee wages and benefits. PrimeCare Medical Transport, LLC. would absorb the overhead for the unit and any other cost with the exception of an insurance increase above 10% that would be necessary to immediately pass on to the fee schedule. The insurance industry has for several years now caused a severe burden on ambulance companies. Our insurance has tripled over the last several years due to the economy. For the 24/7 shift this fee would be increased due to the additional expense of a 24/7 crew. DE has been facing an EMT shortage for some time and we do not see it ending any time soon. To retain another 24/7 crew would entail increased wages. For all calls PrimeCare will bill the patients insurance or the patient if they do not have coverage. After one year we will have actual documentation that will show the return during these selected shifts and would like to re-evaluate the cost at that time.

Please find attached our proposed fee schedule. You may contact me with any questions you may have at (302)422-0900 or (302)270-7980. We are looking forward to hearing from you in the near future.

Sincerely,

Mr. Larry Bradley, CEO

Enclosure

PrimeCare Medical Transport, LLC.

[redacted]

P O. Box 839
Milford, DE 19963
302-422-0900
Fax: 302-422-1082

April 20, 2004

Mr. DePrima
City of Dover

Ref: Fee schedule proposal

*Requested shifts:

12:00 Midnight thru 7:00 a.m.

5 days = $1400.00

7 days = $1960.00

6:00 p.m. thru 7:00 a.m.

5 days = $2600.00

7 days = $3640.00

*Requested shift:

24 hours a day/ 7 days a week

7 days = $8400.00

*Insurance increase above 10% would be passed on to the fee schedule immediately
*re-evaluate in one year for necessary cost changes

City of Dover
City Assessor

Memo

To: Mayor and Council

From: Jerome Cooper, City Assessor

CC: City Manager, Finance Director

Date: May 18, 2004

Re: Budget revision for 2004-05 for Contractor Services

Listed below are the revised figures for the consultant services and administrative help that will be required during the reassessment for the 2004-05 Tax Year. If you have any questions, please contact me.

	COST	**HOURS**	
Consultants Fee	$150.00	400	60,000.00
Part-Time Employee (administrative)	$15.00	800	12,000.00
Assessment of 50 largest Commercial Properties	$325.00	50	16,250.00
TOTAL			**$88,250.00**

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
- Employees position in the Pay Plan (Example: below market, at market, above market)
- Salary increases based on Market Studies

Pay-for-Performance
(continued)

Human Resources Director Recommendation

- Analysis of the Market Survey recommends:
  - 3.5 percent Average Market increase for the FY 05 and
  - 1.0 percent Equity Adjustment because of a lower-than-market increase in FY 04

(Here is why)

Pay-for-Performance
(continued)

Market Analysis for Projected Increases

	Fiscal Year 2004	Fiscal Year 2005
City of Dover, Non-Bargaining	2.0 percent increase	4.5 percent increase (proposed)
Kent County	4.0 percent increase	4.0 percent increase
State of Delaware	$500-$600 bonus (equates to 3-5 percent)	3.0 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)	2.5-6.5 percent (2.5 percent COLA + up to 4.0 percent increase Step)
FOP	3.0 percent increase	3.0 percent increase
IBEW	3.0 percent increase	3.0 percent increase
Daily Labor Report - BNA	3.4 percent increase	3.4 percent increase

Pay-for-Performance
(continued)

Market Analysis Also Proposes Increase in Labor Grade Ranges by 3.2 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 4.5 percent market increase is applied to the employee "At Market" who scored "Good."

	OVERALL SCORE		ADJUSTMENT			
	From	To	Employee Below Market (1)	Employee At Market (1)	Employee Above Market (1)	Employee Above Maximum
Unsatisfactory	10	15	0	0	0	0
Needs Improvement	16	25	0	0	0	0
Good	26	35	**4.75%**	**4.50%**	**4.25%**	**4.00%**
Commendable	36	45	**5.00%**	**4.75%**	**4.50%**	**4.00%**
Outstanding	46	50	**5.50%**	**5.00%**	**4.75%**	**4.00%**

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