

SALISBURY CITY COUNCIL
BUDGET WORK SESSION
MAY 8, 2014

Public Officials Present

Council President Jacob R. Day
Councilman Timothy K. Spies

Council Vice President Laura Mitchell
Councilwoman Terry E. Cohen

Public Officials Not Present

Mayor James Ireton, Jr.
Councilwoman Eugenie P. Shields

In Attendance

City Clerk Kimberly R. Nichols, City Administrator Tom Stevenson, Internal Services Director Keith Cordrey, and interested citizens and members of the press.

The City Council convened in a Budget Work Session at 4:00 p.m. in Room 301 (Council Chambers) of the Government Office Building.

Employee Personnel Committees

- Neighborhood Services & Code Compliance (NSCC) – Trisha Warrington (Office Manager) and Dan Hogg (Code Enforcement Officer) joined Council at the table, expressed their appreciation for the increases in pay that City employees received as a result of the Evergreen study, and discussed the following requests:
 - Increasing sick leave time for those with over 20 years of service
 - Restoring the holiday party or employee picnic
 - Increasing the City's contribution to employees 457 Plan
 - Giving step increases or other incentives for extra certifications
 - Implementing a NSCC career ladder

Mrs. Warrington provided research on implementing a career ladder for the department (attached and made part of the minutes).

Council discussion included:

- Service plaques
- Employees pitching in money for holiday parties and picnics
- Allowing days off for birthdays

- Restoring the incentive for suggesting money saving suggestions that get used by the City
- Employee morale issues
- Salisbury Fire Department – Acting Lieutenant Chris Truitt and Firefighter/Medic Aaron Colegrove joined Council to discuss the Fire Department personnel issues and following:
 - Requesting more personnel (Revenue from EMS billing has increased, calls have increased, but there's been no increase in staffing)
 - Since '84 there has been a 375% increase in Fire calls and 300% EMS calls
 - Fire calls are up from the same quarter last year
 - Compression problems are existing again
 - There has been a recent loss of officers
 - Pay rate impacts the compression issues
 - Stipends

Council discussion included:

- Including Personnel Committees for presentations during the Goal Setting Session
- Asked representatives to select one wish on the list if there was only one thing they could receive and the officers identified the retention of the (12) additional personnel as key
- Fire Service Agreement with Wicomico County expired in 2010 (needs renewal)
- Personnel Committees should interact with Mayor and City Administrator before budget time
- SAFER Grant
- Fund raising issues and ideas (Fireman's Muster, insurance issues)
- Salisbury Police Department – Detective Mark Merritt joined Council at the table to discuss the Police Department personnel issues and discussed the following points:
 - Requested retirement benefits to stay the same as current employees
 - Requested (10) new officers

Council discussion included:

- Several years ago, the Police Officers were supposed to get two raises in a row. The Sworn officers received their raises first, but there were several steps to be implemented, and they never received Phase II of the plan
- Don't want to lose veteran officers

Police Department Discussion

Police Chief Barbara Duncan and Major Dave Meienschein joined Council at the table to discuss the amendment to the Police Department's recent amended request to the Budget, which adds

(10) Police Officers, (4) Police Communication Officers and (1) Recruiter, enabling (4) lieutenants to be placed back on the streets. The amendment totals an additional \$1,064,535.00, and encumbered funds in the FY14 Budget will cover the expenses related to uniforms, equipment and required training for the additional officers. (Memo from Major Dave Meienschein attached and included as part of the minutes).

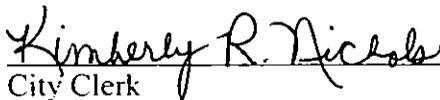
Chief Duncan discussed the following with Council:

- Police Department receives 50,000 calls per year
- Salisbury's daytime population is 160,000
- Downtown needs to continue to grow; there are more downtown evening activities now
- They need to provide consistent protection
- The North end of Salisbury has seen consistent growth with a large commercial base and a growing residential base
- The largest increase currently in crime is shoplifting
- All neighborhoods bring with them separate and distinct issues
- Quality of life issues are attached directly to assessable base
- Their commitment to neighborhoods remain strong
- There are issues regarding the aging fleet, but additional money will not be needed right away for vehicles
- Additional officers will need radios and portables (all included in the amount requested)
- Citizens need to feel safe in the City
- Police Department volunteers and Neighborhood Watches are a component of Chief Duncan's plan to involve volunteers in promoting the agency
- The Community Foundation's K-9 and Mounted Police Force trusts

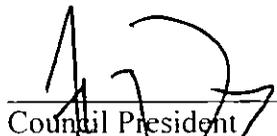
Chief Duncan discussed PG County's situation several years ago. The County struggled for many years with their police perception until they hired a Public Information Officer who turned the public opinion around. The proposed recruiter position would assist the department with public communications and requires a business mindset, not just a recruiter mindset.

With no further discussion, Council President Day adjourned the Budget Work Session at 6:18 p.m.

The next budget session will be held on May 15, 2014 at 3:00 p.m. with further discussion scheduled on the Police Department's budget.



City Clerk



Council President

Employee's Guide to the Utility Technician Career Ladder

Questions and Answers

What is it?

A career ladder is a process used to promote employees to the pay grade appropriate for their level of knowledge, skills, and abilities. It is structured so that each employee can progress as they obtain proficiency in their work. The purpose is to retain skilled, multi-talented employees who can and will work productively to achieve the mission of the organization.

How does it work?

The Utility Technician Career Ladder for the City of Salisbury provides a listing of knowledge, skills, and abilities that defines what is, generally agreed to be the qualities essential to an experienced and fully qualified Utility Technician in the City of Salisbury. As you learn your trade, you will become more skilled in specific tools, work procedures, equipment operation, as well as more knowledgeable of the water and wastewater system.

When you achieve proficiency at a listed task, it is your responsibility to schedule a proficiency review with your supervisor. He will then arrange for a demonstration of your skill with the certifier for that task. Upon successful demonstration of the required procedure at the required level of skill, the certifier will record your accomplishment by signing and dating your skill log, and the master log in your Career Ladder file. The responsibility for learning and developing skills is yours.

How do I get a raise?

When all the proficiencies are signed, when you have completed the minimum required time in grade, and if your most recent performance review has been satisfactory, you may ask your supervisor for a raise. He will forward the request to the Superintendent and when all the required documentation is complete, he will sign the request, and send it to the Career Field Program Manager. This is usually the Division Head, who will approve the request, and forward an Employee Action Form to City Hall for approval.

All Water and Sewer Branch employees receive a certification incentive two step increase in pay (not to exceed pay grade maximum) for having achieved the Water Distribution Operators Certification and/or the Collection Operators Certification, and/or the Superintendent Licenses.

Revisions: 10-19-04

10-10-06 Singer Group correlation, added Team Leader entry position.

11-19-06 Expanded certification incentive to all Water and Sewer Branch employees, added Career Ladder Review Board.

Utility Technician Career Ladder

How do you get the training to become proficient?

Some skills you will bring with you when you are hired. These can be demonstrated and signed off just as you would newly acquired skills. Most new skills will be learned on the job under the direction of your immediate supervisor. Some skills you will learn directly from your coworkers. Some proficiencies require class training and these will occur when they are available. Some proficiencies such as certifications may require home study and classes over a longer period to be successful. Remember, part of teamwork is giving back to the group by sharing your knowledge with newcomers.

How will existing employees enter the Ladder?

To make the transition from the existing program to the new Career Ladder, it is appropriate to recognize the skills and time in grade of existing personnel to establish a starting point in the program.

Existing employees will enter the Career Ladder in their current grade. Certification of existing skills will begin as soon as the Certifiers can schedule proficiency evaluations after December 1, 2004. Since existing employees have varied time in grade, this time will be eligible to count toward the time in grade for the first advancement in the new system.

Why so much emphasis on training, skills, and abilities?

Although there is nothing new under the sun, the world is constantly changing. All organizations be they private business, government agencies, and utilities are asked to do more with less personnel. Survival requires building proficient teams wherein each member has the flexibility to meet a challenging variety of tasks. Very few organizations can afford the luxury of individuals capable of only limited tasks. Employee costs and liabilities are a significant component of every organization's budget, so each employee becomes a critical part of the success or failure of an enterprise. Success depends on your skills and commitment to public service and your ability to contribute to the timely and efficient work accomplishment.

What if I am treated unfairly?

The Career Ladder proficiencies and documentation are listed individually to minimize subjective evaluation. Since there will always be some level of judgment involved in assessing work skills, it is natural that on occasion some difference of opinion will arise. By the time you ask for a proficiency check on an individual skill, you should have observed how others of the recognized skill level perform the task, and thus there should

Revisions: 10-19-04

10-10-06 Singer Group correlation, added Team Leader entry position.

11-19-06 Expanded certification incentive to all Water and Sewer Branch employees, added Career Ladder Review Board.

Utility Technician Career Ladder

be few differences of opinion. However, if you feel that your proficiencies were not properly recognized, schedule a private discussion with the certifier to clarify your differences of opinion. Ask him to demonstrate how it should be done, so that you understand what is expected. If fair and open discussion does not resolve the conflict, schedule a meeting with the Utilities Superintendent. He will ask you to demonstrate the proficiency; he will then make a final determination that you have meet the proficiency requirements or, describe in writing and demonstration what is required to meet the required level of skill. Please keep in mind that some skills require years of experience and practice to achieve the required degree of finesse, efficiency, and safety that you may not yet appreciate. Show your supervisor and your team, that you want to learn, and you will be amazed at your progress.

Is the Career Ladder cast in stone?

The Career Ladder is a work in progress, and all contingencies cannot be anticipated in the beginning. Your comments and suggestions should be submitted to your supervisor. On an annual basis, clarifications will be formulated in writing, reviewed by the Career Ladder Review Board consisting of Public Works Division Heads, and approved by the Department Head, and incorporated into the program. Thus, you are a significant part of the development of this program, and your involvement in creating a successful program is essential.

How do new employees enter the Utility Technician Career Ladder?

There are three entry Grades for new employees: Singer Grade 3 with no experience, Singer Grade 4 with two years Utility experience and CDL-B commercial drivers license, and Team Leader entry level Singer Grade 5 for experience team leaders with a minimum of six years team leader experience. New employees are hired as Probationary Employees. New employees must complete 50% of technical proficiencies within 6 months to continue employment. New employees should apply for temporary water distribution and wastewater collection certification upon completion of probationary status.

Revisions: 10-19-04

10-10-06 Singer Group correlation, added Team Leader entry position.

11-19-06 Expanded certification incentive to all Water and Sewer Branch employees, added Career Ladder Review Board.